

The Media Image, Reputation and Media Communication of Metsähallitus Forestry from the Journalist's Point of view

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<p>Metsähallitus is a state-owned forest enterprise whose tasks are divided into business activities, primarily budget-funded public administration ones. Metsähallitus Forestry, which is the commissioning party of this bachelor's thesis, is responsible for marketing and selling timber, as well as for managing forests.</p> <p>Metsähallitus Forestry faces a number of challenges regarding its communication. The objective of this thesis was to find out what kind of media image and reputation Metsähallitus Forestry has and what the media think about and wish for regarding the organization's external communication. In addition, the possible influence of news coverage on the public's perceptions of Metsähallitus Forestry is discussed in this thesis.</p> <p>The empirical part of the study was implemented as a survey, interviews and the analysis of an article. Both qualitative and quantitative research methods were used. In addition to the empirical research different applicable theories of e.g. image, the media and organizational communication are used as a theoretical framework for the study. What are media image and reputation? How are they created? What are the critical issues in media communication? How much are the various media capable of influencing our opinions about a specific organization?</p> <p>The research showed that the media image of this organization is mostly neutral, although both media image and reputation turned out to be more positive among the journalists than assumed. However, there were also some negative aspects, indicating that media communication and reputation management of Metsähallitus Forestry both require some improvement. External communication got both positive and negative feedback. Various developmental suggestions were put forward and hopefully Metsähallitus Forestry can take advantage of these research results in their future communication processes. The analysis of an article indicated that the points of view taken in certain articles definitely have an impact on the public's views about an organization, in this case Metsähallitus Forestry.</p>	
Keywords Organizational Communication, Media image, Reputation, Mental image, Media relations, Metsähallitus Forestry	

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1 Introduction

This first chapter presents the background of the thesis, objectives and goals of the research, the research methods used as well as the limitations of the study.

1.1 Background

This Bachelor's Thesis was carried out during the autumn, September-December, 2013 as a commission to Metsähallitus Forestry. Metsähallitus is a state owned enterprise responsible for about one third of Finland's commercial forests. The majority of the national parks, water areas, forests and other conservation areas owned and administered by Metsähallitus are located in the Northern and Eastern parts of Finland (Metsähallitus 2013a). Therefore Metsähallitus gets most of its media attention in those areas. However, articles written about Metsähallitus and its actions appear in newspapers and other media all around Finland. Thus, the media has a central role in this thesis.

The main objectives of this thesis research were to find out what kind of media image and reputation Metsähallitus Forestry has among journalists and editors and what they expect and wish from the external communication of Metsähallitus Forestry. Metsähallitus Forestry faces different challenges regarding their communication and media relations and their aim is to overcome those challenges and develop their communication.

In order to set goals for the communication, the organization needs to know where it stands now and how it is seen from the outside perspective. An analysis of the current situation focuses on what the organization is like, how it is seen and what kind of mental images are connected to it. It also tells whether or not the conceptions are based on reality. (Juholin 2013, 105.) When having knowledge about the current situation and where the organization is at the moment, it is possible to start planning where it would like to be. In order to gain that knowledge Metsähallitus Forestry commissioned this thesis.

The hypothesis of Metsähallitus Forestry itself was that at the moment their media image is mostly neutral or somewhat negative and therefore they intent to focus on it with more effort in the future. To achieve the type of an image the organization wants to have requires a lot hard work, communication strategy planning, well organized media relations, patience and interactions with the constituencies (Vuokko 2003, 105).

1.2 Thesis Objectives and Goals

In addition to finding out what kind of media image and reputation Metsähallitus Forestry has the purpose is to understand what the causes behind the conceptions are. The main questions to which this thesis research sought to find answers to were:

- What kind of media image does Metsähallitus Forestry have?
 - What are the conceptions based on?
- What are the medias' opinions about Metsähallitus Forestry's communication; what aspects and communication channels do they consider important and how could Metsähallitus Forestry improve its media communication?
- How the media coverage might affect the organization's public image?

The sample group consisted of representatives of chosen news media around Finland. The questionnaire was send to the presses of the following newspapers: Helsingin Sanomat, Maaseudun tulevaisuus, Kauppalehti, Keski-suomalainen, Karjalainen, Aamulehti, Savon Sanomat, Itä-Savo, Länsi-Savo, Etelä-Suomen Sanomat, YLE aluetoimitukset, STT aluetoimitukset, Satakunnan kansa, Ilkka, Pohjalainen, Hämeen Sanomat, Kaleva, Kainuun Sanomat, Ylä-Kainuu, Kuhmolainen, Sotkamo-lehti, Puolanka-lehti, Koillissanomat, Kalajokilaakso, Lapin kansa, Lapin radio, Lappalainen and Sompio.

1.3 The Benefits of the Thesis for Metsähallitus Forestry

When an organization decides to plan and execute a new strategy, in this case a communication strategy, it often requires some organizational changes such as new units with new purposes in order to achieve the wanted goals. In this perspective, Metsähallitus Forestry has an optimal opportunity to develop their communications as, due to

organizational restructuring, there is a new situation in the communications of Metsähallitus Forestry. In the beginning of 2013 Metsähallitus Forestry has set up a new communications unit that wishes to focus more on both their communications and media relations in the future.

Since the intention of Metsähallitus Forestry is to put more effort on their communications and media relations, getting a clearer picture of their current media image and current situation regarding their communication is essential. The information gotten from this thesis can help to clarify where the organization is now and to where they want to get.

When planning corporate communication it is also important to analyse the subsets that the organizations strategy includes. They are defining the objectives of the communication, finding out what kind of resources can be used in order to reach the objectives and also, most importantly related to this thesis, investigating what the organizations reputation is like. (Argenti 2007, 25.) There is no point in planning a new strategy of any kind or implementing it without having thorough knowledge about situation in hand.

This thesis will also provide Metsähallitus Forestry beneficial information about the main media that write articles about them and of their feelings towards Metsähallitus Forestry as well as their improvement suggestions.

In addition a discussion about how the perceptions of the audience might be affected by the way articles are written about Metsähallitus Forestry and how the media coverage might affect the organization's public image is included in this thesis. This information is also of use for Metsähallitus Forestry; by managing the media relations, it is possible to manage the knowledge and perceptions of the medias' audience as well.

1.4 Research Methods

The data was collected by using three different ways of research of which the two most important ones were a virtual questionnaire and three face-to-face interviews with edi-

tors of Kainuun Sanomat (Markus Pirttijoki, Kajaani) and Lapin Kansa (Antti Kokkonen, Rovaniemi) and an economy journalist (Esa Kurki, Joensuu) of Karjalainen. The circulation of all these three newspapers is wide: approximately 30000-55000 readers per day. The third research method was an analysis of articles written about Metsähallitus Forestry. The articles were written between December 2012 and September 2013.

A Webropol¹ questionnaire was sent to the chosen media outlets around Finland. The questions used were formed together with Metsähallitus Forestry. They were first designed by the author and then tested and corrected by Metsähallitus Forestry's personnel. After approval the questionnaire was sent to the target group in the end of October 2013.

Face-to-face interviews with three significant journalists for Metsähallitus Forestry were also done in order to get more profound and detailed answers to the questions. The meetings with the journalist were also opportunities to share information and experiences, from both angles.

The third research method was an analysis of articles written about Metsähallitus Forestry. The article analysis had two main questions; how does the media image of Metsähallitus Forestry seem like based on the articles? And what kind of mental images do I, as a reader, get from them? The conclusions about how the reader's perceptions can be affected by the amount of certain topics and the points of view taken in them, are based on the topics, styles, the choices of words and the frequency of certain topics.

1.5 Limitations of the Study

As in almost every research, there are limitations in this research as well. One limitation, regarding the results of the questionnaire, is that the journalists and editors who replied to the questionnaire might not have had objective answers. Their answers and

¹ Webropol: a popular survey and analysis software. Webropol is a tool that is often used by organizations and private sectors to collect data by using questionnaires and surveys.

opinions might have been influenced by other journalists of the press for example. Another limitation regarding the questionnaire was that the number of questionnaires completed and returned was not big. Only a small amount of the recipients of the questionnaire answered to it. The questionnaire was sent to 28 newspapers via email and only eight questionnaires were completed.

One limitation regarding the interviews was that as only three journalists were interviewed it is not possible to generalize their opinions and thoughts for all the media in Finland. Still, as the interviewees were the editors and journalists of the news papers that are located in the most important areas for Metsähallitus Forestry their answers and perceptions are the ones that really are important.

The focus of the article analysis was on the journalist's attitudes and feelings towards Metsähallitus and Metsähallitus Forestry and on how their opinions might affect the public image of Metsähallitus Forestry. The limitation of this method is that not a big amount of articles were under examination and that might have affected the outcome of the interpretation of them. In order to get more profound and detailed data, a wider research including a lot more articles is done twice a year by Meedius International for Metsähallitus. A smaller amount of articles was studied, instead of using the article collection of Meedius International, in order to keep this research in the size limits of a bachelor's thesis.

Another limitation of the article analysis is that the conclusions are based only on the authors own experience. In case Metsähallitus Forestry would like to get more profound information on how the media coverage affects the reader's perceptions, another research, focusing on agenda-setting and framing in more detail, should be done.

2 Metsähallitus

This chapter presents the organization of Metsähallitus, the functions of Metsähallitus Forestry, the current communications and communicational challenges of Metsähallitus Forestry and their relationship with the media at the moment.

2.1 Company Introduction

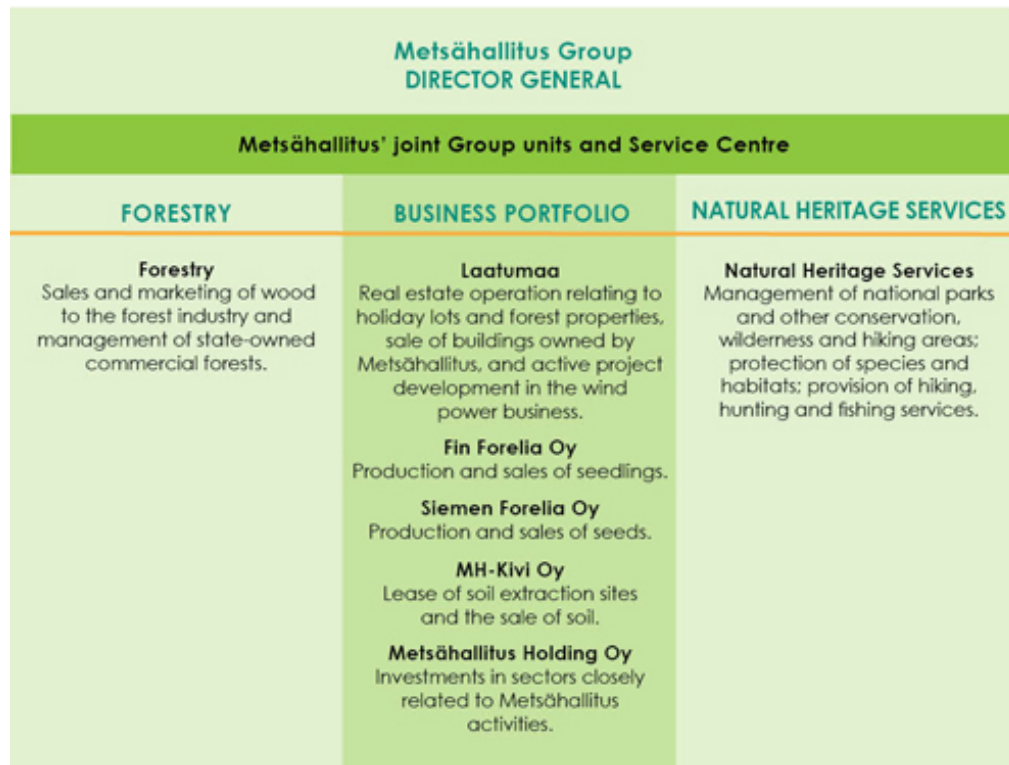
Metsähallitus is a state owned enterprise that runs business activities and also fulfils various different public administration duties. Metsähallitus manages more than 12 million hectares of state-owned land and water areas in Finland, of which the majority is located in the Northern and Eastern parts of Finland. “Metsähallitus has the great responsibility of managing and using the areas in order to benefit the Finnish society in the best possible way.” (Metsähallitus 2013b.) The majority of forests in Finland are owned by private sectors, such as families, but 30 % of them are managed by Metsähallitus. (Autonen, Huttu, Melander, Salonen, Sirén, Tiainen, Vastavalo & Väyrynen 2013, 8.)

The activities of Metsähallitus include: “...forestry, managing nature reserves and state-owned hiking areas, hiking services, hunting and fishing management, processing and sales of soil materials, real estate activities as well as seeding and seed production.” (Metsähallitus 2010c.) The range of activities is wide and therefore it could be said that Metsähallitus has a very important role in the Finnish society. The wood from the Finnish forests goes through various intermediate stages to be shaped into milk cartons, CD covers, packaging, newspapers or wood houses as well as to produce heat for our houses. (Metsähallitus 2010d.)

As many different things are expected from Metsähallitus regarding their operations such as commercial activity, nature conservation and recreation of state-owned land and water areas, is their philosophy to pursue as high-quality results as possible. (Metsähallitus 2010e.) Their aim is to find the best possible solutions for aligning all their goals. Cooperation, employee’s well-being, profitability and customer focus, responsibility of forest management and usage of natural resources are aspects that Metsähallitus considers valuable. (Metsähallitus 2010f.)

2.2 Structure of Metsähallitus

Metsähallitus consists of different fields of activity: Forestry, Natural Heritage Services and Business Portfolio. In the picture below the different functions of the Metsähallitus Group are clearly presented.



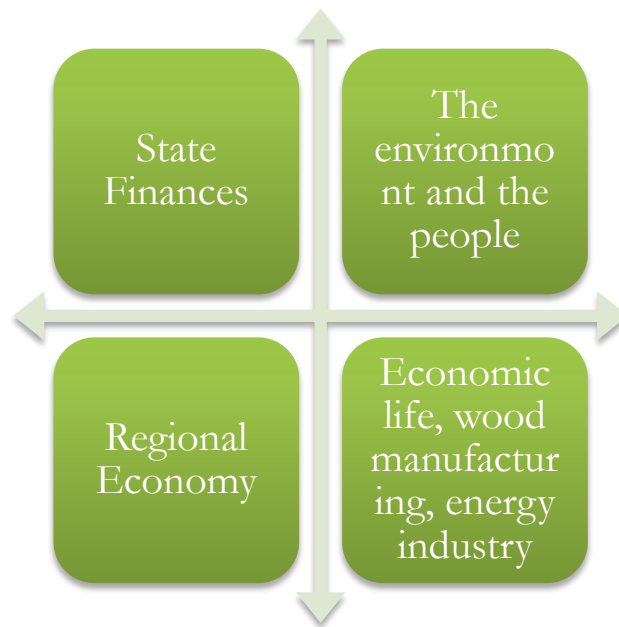
Picture1: Organization. (Source: Metsähallitus 2013, Organization)

According to Metsähallitus, they are the pioneers in the green market. Metsähallitus' state land and different drainage basins offer the Finnish people various different possibilities such as hiking and fishing. Metsähallitus also focuses on discovering new ways for managing climate change, improving the well being of people and in addition, finding the best ways to benefit the ecosystem services (Autonen et al 2013, 7).

2.3 The Role of Metsähallitus Forestry

Metsähallitus Forestry, which is the commissioning party of this thesis, is the unit of Metsähallitus that is in charge of managing the forests owned by the state. It is also responsible for the sales and marketing of wood and timber for different industries, both Finnish and foreign, such as energy and forest industries. (Metsähallitus 2013g.)

Metsähallitus Forestry affects the Finnish society in many different sectors: it has a big and important role in regional economy (from the view point of the environment and the people), state finances, business, economic life as well as wood manufacturing and energy industry.



Picture 2: Different sectors of Metsähallitus Forestry (Source: Metsähallitus 2013, The role of Metsähallitus Forestry)

Metsähallitus Forestry pursues to be ecological in everything it does and aims at working in a customer-oriented way. Their objective is to encourage people to use the resources of forests in different ways and to manage the forests and its' resources in a sustainable way. Metsähallitus has a significant target profit set by the Finnish Government and the majority of it is produced by Metsähallitus Forestry. About 90 percent of Metsähallitus' turnover is due to selling of wood from managed forests. Customers are forest industry companies and sawmill operating in Finland. (Metsähallitus 2013h.)

Key figures of Forestry in 2010:

Turnover, € million	367.5
Business Profit, € million	113.7
Share in Turnover, %	31

Financial result, € million	102.3
Dividend (entered as income for the State) € million	4.3
Return on investment, %	96.4
Share of investments in turnover, %	6
Equality ratio, %	97

Picture 3: Key figures 2010 (Source: Metsähallitus, Pioneers in the green market.)

2.4 Metsähallitus Forestry's Communication

The information on the next three following chapters, dealing with the communication of Metsähallitus Forestry, is based on an unpublished booklet “Metsähallituksen metsätalouden viestinnän linjaukset” (The Definitions of Policy on Metsähallitus Forestry's Communication) that was given to the author by the commissioning party.

2.4.1 Challenges

According to the communications professionals of Metsähallitus there are many challenges that Metsähallitus Forestry faces in its communication because it is such a big player in the economy. As one of the biggest challenges in the external communications they see the lack of common acceptability of the actions of Metsähallitus Forestry. Even though for example felling and harvesting of forests bring earnings to the government and that way they contribute the wellbeing of people, they are often seen only as a destructive acts.

The usage of forests is also often seen straightforward; one way of using the forest excludes the other. Though, in reality multiple different activities can be combined in the forests such as picking berries, hiking and maintenance of the forests and forest roads. The challenge is to make the stakeholders, especially the media, aware of the good aspects of Metsähallitus Forestry's performances in the forests and other nature areas. (Metsähallitus 2013.) Therefore Metsähallitus Forestry considers that some improvement of the media communication is required.

Another problem is that Metsähallitus Forestry is often and mostly in the headlines for doing deforestation and that can easily cause negative mental images among the readers and it can also affect the reputation of Metsähallitus. That unfortunately is completely the opposite of the image that Metsähallitus Forestry wishes to have: to be seen as an environmentally friendly organization that is truly concerned about the environments well-being. The challenge is how to inform the media and the public about the fore coming actions, practices and other information in a positive manner. (Metsähallitus 2013.)

2.4.2 Core Messages

Usually the goal of new type of communication is to accomplish changes and have impacts on the stakeholders of the organization and on their attitudes by increasing the amount of knowledge. In this case the media representative's knowledge about Metsähallitus Forestry and its' actions.

Strategic core messages put into words what the organization wants to be known for. (Juholin 2013, 102.) The role of Metsähallitus Forestry is communicated through certain compact core messages. These messages are the ones that Metsähallitus Forestry wishes to emphasis to their stakeholders and what they want to tell about themselves:

- “We create wellbeing of the Finnish multiple-use forests.”
- “Our starting point is the sustainable and profitable wood manufacturing and the needs of the environment and the people.”
- “We are a regional player and a significant employer.”
- “We are the pioneers in the forest industry from the small seedlings to the manufacturing plants.”
- “Wood is a renewable and ecological raw material the use of which will increase and be diversified in the future.” (bMetsähallitus 2013, 7.)

The aim of their communication is to follow basic principles that go hand in hand with the mental image objectives of Metsähallitus Forestry. The communication should be systematic, professional, versatile, positive, clear, understandable, open, proactive and interactive. (Metsähallitus 2013, 3.) That is the way that the whole organization also wants to be seen.

2.4.3 Relationship with the Media

The three most important stakeholders of Metsähallitus Forestry are the media, contractors and their own personnel. As this thesis focuses on their media image it is worthwhile to clarify here how Metsähallitus Forestry sees the relationship between themselves and the news media at the moment.

The role of the media in creating mental images is big and people tend to form their images through the media. Like mentioned earlier, the image of Metsähallitus Forestry is assumed to be quite neutral, but there is also negative publicity in the media. The assumption of Metsähallitus Forestry is that possibly the roles of Metsähallitus' different units are unclear to the journalists and editors and as the communications unit is very new, it is also quite unknown to them. Therefore strengthening the media relations and creating new ones in the future is extremely important. It is then essential to systematically transmit positive and correct information to the media and that way to the public as well. (Metsähallitus 2013, 12-13.) That way the amount of misunderstandings and negative news can be decreased. The relationship with the media could be said to be a bit incoherent at the moment.

3 Theoretical Background

In this chapter different theories and definitions of relevant topics regarding this thesis are presented. Organizational communication, organization's identity, image, reputation, media, media relations, agenda-setting and framing are clarified. A previous Publicity Analysis on Printed Media, done about Metsähallitus, is also presented.

3.1 Organizational Communication

There are numerous definitions for organizational communication. It can be defined for example as the interactions and communications between the organization and its members, co-workers, stakeholders and other associates. Organizational communication includes both internal and external communication. Internal communication means the interactions inside the company, between for example the employees and supervisors. External communication refers to the communication between the company and external parties such as customers, suppliers, investors, shareholders, the common people and the media.

Another way of characterizing organizational communication is to define it as the management function that is responsible for the coordination and oversight of the job done by the communication practitioners. (Cornelissen 2009, 5.)

Corporate communication is a management function that offers a framework for the effective coordination of all internal and external communication with the overall purpose of establishing and maintaining favorable reputations with stakeholder groups upon which the organization is dependent. (Cornelissen 2009, 5.)

To function in the best possible way organizational communication requires a communication strategy. The purpose of a communication strategy is to be an illustrative guideline for the communications of an organization. It is supposed to create the base for the practical communication planning. It is impossible to follow a communication strategy by the book because organizational situations are always not stable and they can change all the time. But at times of uncertainty or unpredictable situations it is crucial to have such guidelines that can be applied during them. A communication plan on the other hand is more of an operative plan of communication. It has shorter-term objectives than a communication strategy which can be planned years ahead. (Ylenius & Keränen, 2007.)

Organizational communication is crucial for an organization because relationships are based on communication. Having well planned communications and a goal-oriented communication strategy can also, at best, lead to getting new associates, cooperation

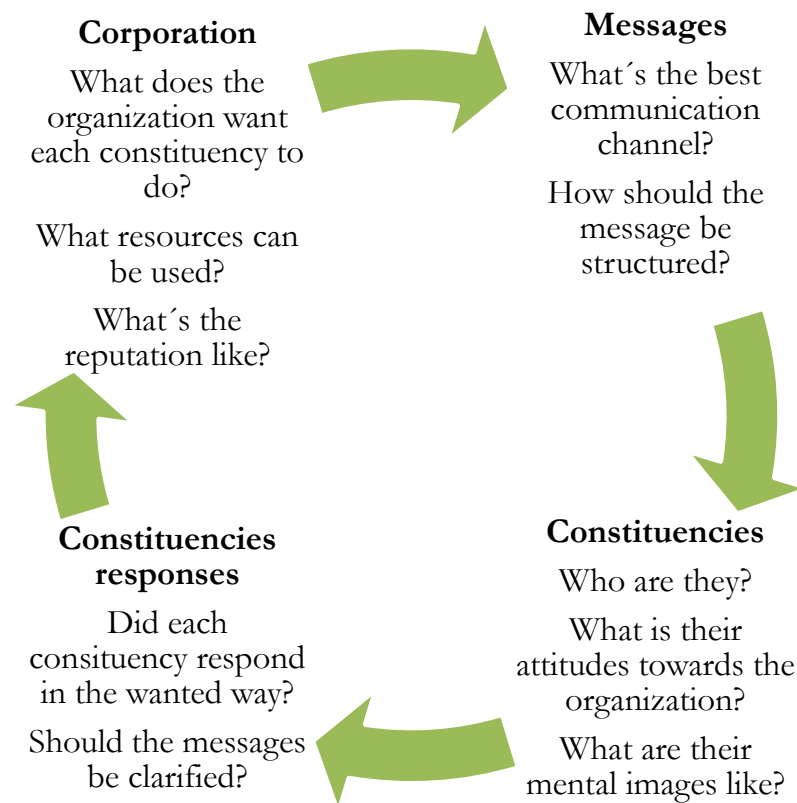
partners and clients. It also helps to prevent possible misunderstandings and mistakes. (Viestintä-ässä 2010.) In order to have a thoughtfully designed and a well-planned communication strategy a company must have strong organizational communication functions that support its mission and vision. (Argenti 2007, 57).

3.2 Two-step Communication Analysis

According to Argenti (2007, 33) delivering messages in the best possible way includes two-step analysis for companies: first how they want to deliver the message and which communication channels to use and second what approach they should take in structuring the message itself (Argenti 2007, 33). After choosing the communication channels, forming the messages, and after communicating with the stakeholders, in the case of this thesis the media, it is important to see if the communication had the result that was desired. The data can be collected by a questionnaire or an interview for example. Does it seem like the representatives of the media would have needed more detailed information or more clarification on the subject? After the process it is necessary to think what the situation is now. Has the media image changed? Is it necessary to still change some of the communication channels? (Argenti 2007, 35)

In summary, when planning the communications and a new communication strategy, it is important to define the organizations overall strategy, analyze who are the most important constituencies and how to deliver the messages adequately. Therefore a question about the medias' preferable communication channels with Metsähallitus Forestry was included also in the questionnaire and interviews of this thesis.

Later it is also important to examine if the communication has been successful in order to find out whether some corrections need to be made or not. (Argenti 2007, 35) These are aspects that are important for any organization and could be a good guideline for Metsähallitus Forestry as well. It might be wise of Metsähallitus Forestry to carry out a research about the success of the new type of communication with the media in the future.



Picture 4: Expanded Corporate Communication Strategy Framework. (Source: Argenti 2007, 35.)

3.3 Perceptions and an Organization's Identity

All the actions of the organization affect the perceptions, attitudes and opinions that the stakeholders have of it. The perceptions can be positive, negative or neutral and they have a big effect on the success of the organization (Pulkkinen 2003, 55) and they are often strongly based on the identity of an organization.

According to Argenti (2007, 66) a perception could actually be called "a reflection of an organization's identity." Argenti says that (2007, 66) identity is the visual manifestation of the company's reality as conveyed through the company's name, logo, motto, services, products, actions and other tangible aspects created by the organization that are communicated to the constituencies. Based on those pieces of evidence, the constituencies form their conceptions about the organization: *the images*. If the constituencies' images match the reality of the organization their communication is good and ef-

fective. In case the images are not in line with what the organization wishes and what it is really like they need to focus on and develop their communication with a lot of effort.

3.4 Reputation and Image

Reputation and image could be described in many different ways and even though the concepts of them differ from each other, they are still closely connected. They are both important factors when finding out what people think about the organization and its actions, products or services and they go hand in hand in the field of organizational communication. As the two are so important for an organization's success, it could be said, that an organization can possess image value and reputation capital. (Vuokko 2003, 101.)

Reputation is the common opinion or sense that the public has of a person, community or a company. It is formed by the experiences and the observations of individuals and it is dependent on the image. If the image of an organization turns out to seem different from the outside than what the organization really is like in the inside, the reputation of it easily turns to be negative as well. Simply put, it could be said that image can be built but reputation must be earned.

According to Lehtonen (Carrell 2011, 38) one way of defining reputation is "the sum of stakeholders trust in the success of the corporation" and Luoma-aho (Carrell 2011, 38) says that "reputation is based on first and foremost on past needs and is formed whether the corporation wants it or not." Therefore reputation could be called the organization's most effective asset. It is commonly seen as something that just happens, but it is a lot wiser to focus on managing it rather than just letting it form by itself. The reputation cannot be ruled, but it can be affected by different actions and reputation management.

When an organization wants to achieve a certain kind of reputation, it should find out the reasons behind the current reputation in order to know what could be done to improve it and manage it more efficiently, just what Metsähallitus Forestry is doing. Hav-

ing good reputation is of course better than having a bad one, but having a negative reputation is not always the organizations fault and can be results of factors beyond the control of an organization (Argenti 2007, 27-28).

The word *image* means the opinion or a concept that the public has of, for example, a certain person, company, object or event. Image can also be described as the character that is projected to the public, as by persons or institutions, especially as interpreted by the mass media. “It is the organization as seen from the viewpoint of its constituencies.” (Argenti 2007, 66.) The image is expected to be trustworthy, meaning that it should match with what the organization is like in reality. Media image for its part refers to the image that the media has of for example an organization, in this case, of Metsähallitus Forestry.

Even though the main focus in this thesis is on the media image and media communication of Metsähallitus Forestry, media has a huge impact on the formation of people’s images about different matters. Therefore people’s mental images can often be very similar to the ones of the news media as they are based on the articles they read or the news they listen to. This is also called *hegemony* which means the usage of media as a tool in creating a consensus around certain ideas, so that they become accepted as common sense (Straubahaar, LaRose, Davenport 2013, 41). That is why it is very important for an organization to have good and smoothly functioning media relations. This subject, the medias’ effect on the public agenda, will be discussed more in detail later in chapter 3.7 “Agenda-Setting Theory and Framing”.

3.5 Building an Image

It is possible for one organization to have more than just one image. The image is dependent on the audience. For example subsidiaries, customers, journalists and the common people might have very different images of the same organization as they all look at it from a different point of view. (Argenti 2007, 66).

A persons’ own experiences are not always necessary when forming an image. The image is formed based on the personal interactions with the organization or another

party. Rumors, news and reports on the media form certain types of perceptions whether they are true or not. (Vuokko 2003, 105.) Constituencies can often have conceptions about an organization before even having real interaction with it. The mental images are based on “the industry, what they have read about the organization previously, what interactions others have had with that they have been told about, and what visual symbols they recognize.” (Argenti 2007, 77.) The media might base its images on rumors as well but on the other hand the media images are based on for example press conferences and reporting styles and all the other ways the organization interacts with the media.

Like mentioned earlier, because the images are formed in any case and they can also form quite quickly based on what the company seems like from the outside perspective, it is essential to make the image match with the reality of the organization. Still, the images will form even if they are not managed. Even though it is always better to have positive or neutral image rather than negative, it is never a good idea to lie about the reality of the organization to make it look more positive than it really is. Hence the challenge in image formation is how to find the ways to establish and build a good and honest image, the type that will attract professional employees, loyal customers and clients.

Image is very important for an organization’s success. The company can be seen for example as an interesting client, a trustworthy business partner or on the other hand a dishonest or greedy organization that does not care about its stakeholders.

3.6 Media and Media Relations

Other significant topics related to this thesis are the media and media relations. The definitions and importance of them are discussed in this chapter.

The word *media* comes from the Latin word “medium” which means, directly translated, a transmitter. That makes sense as the media truly is a transmitter of information. In communication theory, as well as in every-day life, media are the tools or channels through which information or data is delivered. They are the techniques such as radio,

television, newspapers and the internet, that act as a link to information for big audiences and amounts of people. (Bertrand & Hughes 2005, 4.)

Media relations is one of the most visible and biggest part of public relations and organizational communication. The purpose of communicating with the media is to inform the public of an organization's mission, policies and activities in a positive, logical and believable way. Usually, this is done by coordinating with the people behind the news (editors and journalists) and features in the mass media. (Wikipedia, 2013.) Therefore it is essential to have functioning media relations and clear channels of communication with the media. Forms of media communication are such as interviews, press conferences and social media.

Important skills for media relations personnel are being able to form lasting relationships with the journalists, especially the ones that have great worth to the organization, managing the relationships with them, seeking media coverage and responding to the medias' requests on interviews or information and making sure the reporters have correct and thorough information about the organization. They also need to have the ability to measure and manage the communication and interaction between the company's personnel and the journalists and editors. (Doorley & Garcia, 2007, 68-69.) The media relations personnel must also be familiar with the attitudes and concerns of consumers, employees, public interest groups, and the community in order to establish and maintain cooperative working relationships.

The ultimate aim of media relations is to spread the truth about an organization. (Worldwidelearn, 2013.) It is essential to build and manage media relations in a beneficial way for their organization. It would be ideal to have as common interests with the journalists as possible. The aim is to reach a certain balanced situation in which both parties are happy because having bad media relations can cause negative reporting. (Juholin 2013, 293.)

3.7 Agenda-setting Theory and Framing

There are a lot of different communication theories that can be applied to the news media and organizations. One that is closely connected to the subject of this thesis is the *agenda-setting theory*. It is a significant theory for this thesis because it is related to the link between the press and the audience of the media. The agenda-setting is a theory about the influence of the news coverage on corporate reputations; medias' ability to influence the public's opinions and what matters are seen as the important ones. (Carroll 2011, 11.)

The more frequently a certain topic is brought to the public's eye, the more attention it gets and the more important it seems. In other words, when a certain matter is continuously present in the headlines of the media, it is possible that conceptions of the audience will be influenced by it. In the past few years, according to Carroll, (2011, 11-12) agenda-setting theory has become a lot more popular and is applied in many different fields such as sports, religion and business.

Another relevant subject for this thesis is *framing*. "Whereas the medias' agenda setting tells what topics to think about, the framing tells us how to think about those topics." (Straubahaar, LaRose, Davenport 2013, 50.) Journalists choose which topics to write about, what to include within a story and what to leave out of it. They can decide which kind of voice, tone, words and facts to include in the stories and choose the framework, the context and the interpretation of the facts. (Starubahaar et al 2013, 50) It is not usually the intention of the journalist to persuade the readers to think in a certain way, but they have the ability to either on purpose or accidentally to do so.

In the case of Metsähallitus Forestry a lot of articles are written about the harvesting and felling actions performed by them. Because those matters are often on the headlines, people can easily tend to think that those are the most important acts of Metsähallitus Forestry, even though there are a lot more fields of activity that Metsähallitus and Metsähallitus Forestry are responsible for. Also as the style of those articles is often quite negative, it could be said that people might get negative impres-

sions about harvesting and felling. It is possible that they also get them of the whole organization.

3.8 Finnish News Media and Agenda-setting Theory in Finland

Finland is quite a small country in the size of the population and therefore also in the amount of media and businesses. That is why it could be assumed that the impacts of the media have a smaller amount of visibility than in bigger countries. Still, Finland is said to be one of the leaders in many areas of the globalization, including journalism and the news media. In Finland, according to Carroll (2011, 43), the newspapers' most important strength is that the readers consider them as reliable sources of information and think that they can benefit the printed materials as sources of true information. He says that "More than 80% of the Finns trust the veracity of the news in the newspapers either very much or somewhat." (Carroll 2011, 43.)

Reputation is a growing area of interest in Finnish organizations and academic sectors, just like is agenda-setting and the effects of it on the public's views of big organizations (Carroll, 2011, 36-38) such as Metsähallitus. Agenda-setting has not been under examination in Finland very much yet, even though it is quite a well known theory in Finland. Some studies that have been done about the organizational visibility in the media have been quite narrow, focusing only on one business for example. Later studies have been interested in the trends of reporting and style. Newer study trends include media visibility and corporate reputation and the theory has become a more popular topic of different bachelor's and master's theses in the recent years. (Carroll, 2011, 39.)

Therefore it is interesting to include a small glance of agenda-setting theory and framing into this thesis as well and think a bit about affects of the media visibility of Metsähallitus Forestry and the top-mind awareness from the view point of the audience, which in this case I am.

3.9 Metsähallitus' Previous Publicity Analysis on Printed Media

This chapter deals with a publicity analysis about Metsähallitus (“Julkisuusanalyysi painetun median seurannasta”) performed by Meedius International earlier in 2013. It is included in the thesis because it is useful back ground information for the article analysis, chapter 4.5, done by the author.

The research was carried out by following the printed media for a certain period of time and then analyzing the data. Articles written about Metsähallitus were followed for six months. The research focused on the media visibility of the whole organization of Metsähallitus, but there are conclusions concerning Metsähallitus Forestry that are very applicable to the subject of this thesis.

The data of the study was based on almost 2000 articles written about Metsähallitus and a reasonable amount of the articles concerned Metsähallitus Forestry during the half year. Some of the results of the research that in my opinion are related to this thesis are listed below. To have some background information gotten from this study was very interesting and helpful when reading the articles chosen for this thesis and when thinking how they could affect the reader's attitudes and how the journalist's perceptions seem like based on them.

- The most frequent topics handled the felling/harvesting of forests and the articles about the actions were mostly neutral or negative.
- Metsähallitus Forestry was most often on the news for negative reasons compared to the other units of Metsähallitus. The most negative news was about the felling.
- The felling and harvesting were a common topic also on the letters to the editor.
- Other negative topics on the news were Metsähallitus Forestry's high target profit and the Southern Finland centralization of Metsähallitus Forestry.

- Most of the articles written about Metsähallitus Forestry appear in the media of Northern parts of Finland
- There is juxtaposition² between Southern and Northern Finland and between Metsähallitus and the people benefit the forests: who fish, hunt, hike and use the other Natural Heritage Services.

The public analysis on printed media done by Meedius International focused on finding the most frequent topics and the journalists' attitudes and opinions as well as what is written on the letters to the editor. It could be said, in my opinion that Metsähallitus Forestry's actions seem to cause feelings among the common people as well.

Like mentioned before, Finnish people have great trust in the media. In this matter the agenda-setting theory is very applicable in the case of Metsähallitus Forestry. As the media writes frequently (neutrally or negatively) about certain actions of Metsähallitus often without mentioning the good aspects of them, the audience can think these actions are the most important ones and that might cause negative mental images of the organization. In the chapter 4.5 some of the author's own observations based on the articles are discussed.

4 Research

This chapter presents the research methods used in this thesis, the process of planning the questionnaire questions and preparing the interviews. The findings of the research are also presented and explained. The findings are divided into sections of questionnaire results, interview results and results of the article analysis.

4.1 Qualitative and Quantitative Research

The research was done by using both qualitative and quantitative research methods, though the qualitative one was the most significant. Qualitative research is about gain-

² Juxtaposition means a situation where two things are placed close to each, other often for comparison or to represent the opposites of each other.

ing an understanding about a certain phenomenon, a company or an event by using non-numeric research methods. Qualitative research does not necessarily require a big sample group as instead of the amount of data, the quality of it is more important. It can also be called ethno methodology which, according to Bertnand and Huges (2005, 256), is a research methodology focusing on the understanding the everyday world, the reality, through interpretive procedures such as analyzing conversations that “acknowledge participants’ understanding of their own world”. Qualitative research focuses on the meanings and purposes of the subject in hand and aims to study the feelings, thoughts and motives that are related to it. Therefore it was seen as the best method of research for this thesis.

Quantitative research is based on measurement rather than description (Bertnand & Huges 2005, 256). Quantitative research was used for analyzing the results of the survey because it was easier to visualize and illustrate the results in a numerical way using percentages and numbers of the respondents.

4.2 Constructing the Survey and the Interview Questions

The survey was first constructed by me. The first draft was then shown to the commissioning party and corrected together with them. After entering the questions to Webropol the questionnaire was sent to be tested to the personnel of Metsähallitus Forestry. This was a good idea because it is important to test a survey with a sample group before publishing it to the target audience so that the possible mistakes and lacks can be corrected.

Testing the survey turned out to be very useful as many good improvement suggestions were gotten with the help of which it was possible to make the questionnaire better functioning. Also some question suggestions were gotten which were useful as well and they improved the survey to match better with the objectives of the study.

When Metsähallitus Forestry was satisfied with the structure and content of the questionnaire, it was sent to the media 30th October with a cover letter written by Juha Mäkinen, Communication Director of Metsähallitus Forestry. The presses to which the

questionnaire was sent were chosen by Päivi Lazarov, the Communication Manager of Metsähallitus Forestry. A dead line of two weeks was given for answering the questionnaire and two reminders were sent before the dead line. Unfortunately the amount of responses was very small still after two weeks and the answering time needed to be extended for some extra days. Still, even with the extra time given and one more reminder sent the response amount remained low. The questionnaire was in Finnish as the target audience consists of the Finnish news media.

The face-to-face interviewees were chosen by Metsähallitus Forestry because they know the best which newspapers and editors are the important ones for them. Lapin Kansa (Lapland, Kainuun Sanomat (Kainuu) and Karjalainen (North Karelia) have a wide circulation in the main areas of Metsähallitus Forestry and they reach a big audience in those regions. The editors and journalist of them were therefore seen as interesting and useful ones to be interviewed.

The commissioning party first contacted the interviewees and asked if it was okay for me to come to interview them for my thesis. They all green lighted the suggestion and shortly thereafter I called them to agree on a time for an interview. Once I had set a time for the interviews Metsähallitus Forestry booked flights and made other travel and accommodation reservations for me. The interviews were held in Kajaani and Rovaniemi on 19th and 20th November and in Joensuu on 5th December. The interviews were recorded so that it would be easier for me to remember what was discussed and to find the most important answers regarding the topics of this thesis.

4.3 Survey Results

Like mentioned before, the questionnaire was sent to 28 newspaper presses around Finland and eight replies were gotten. Thus, the percentage of replies out of the number of presses the survey was sent to is 28 %. However, even though the amount of responses was not bigger than that, the results gave a clear picture of how the organization is seen among journalists and valuable improvement suggestions were gotten from the respondents. This chapter will open and explain the results of the survey. The survey results have been translated as the original questionnaire was sent out and an-

swered in Finnish. The questionnaire and the English translation of it can be found as attachments at the end of this thesis.

4.3.1 Background Information of the Respondents

The first questions of the questionnaire dealt with some background information of the respondents: their gender, in which region of Finland they principally represent the media and how aware they are of the different functions of Metsähallitus.

The results showed that five of the respondents were men and three were women. The regions of Finland from where the answers were gotten were Southern Ostrobothnia, Kainuu, Lapland, Päijät-Häme, Northern Karelia, Northern Savonia and Uusimaa. It was great to get replies from those areas exactly as especially Kainuu, Lapland and Northern Karelia are areas where big amounts of Metsähallitus Forestry's forests are managed and for that reason the media image in those areas is very important for Metsähallitus Forestry.

The next two questions were: How well do you know the functions of Metsähallitus and how well do you know the functions of Metsähallitus Forestry?

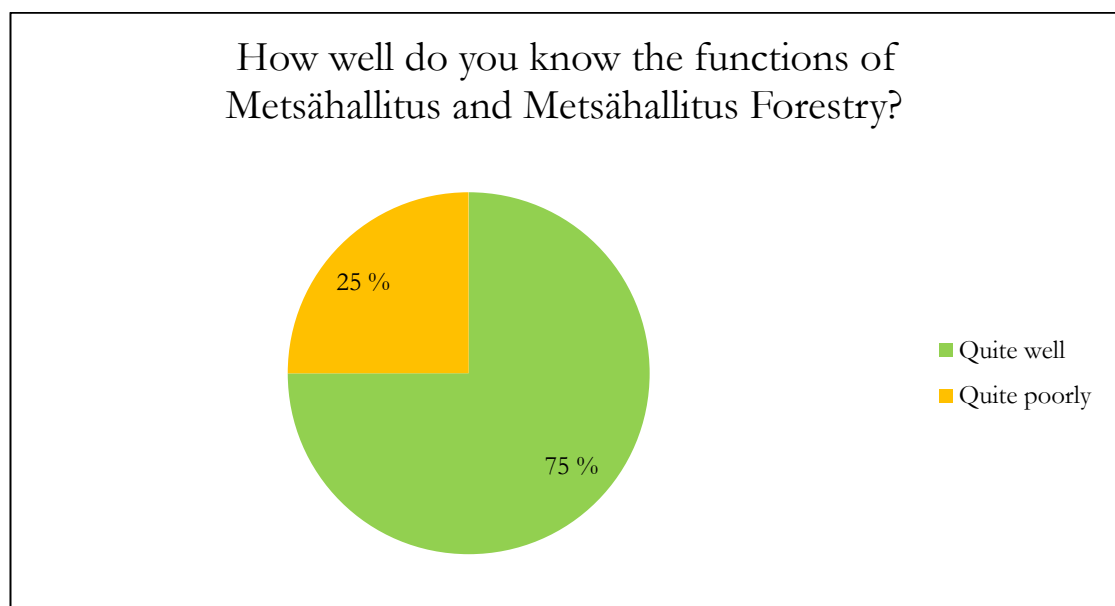


Chart 1. The medias' awareness of the functions of Metsähallitus and Metsähallitus Forestry.

The answers showed that in both of the cases, the media actually seems to be quite aware of functions of both the whole organization of Metsähallitus as of Metsähallitus Forestry as 75 % answered that they know the functions quite well. However, 25 % said that they know the functions quite poorly. This means that the 25% might need some clarification and explanation on the functions of Metsähallitus and Metsähallitus Forestry. A good aspect is that nobody said they know the functions very poorly or not at all. Nobody also admitted to know them very well.

4.3.2 Media Image and Reputation of Metsähallitus Forestry

Several different questions of the questionnaire dealt with the media image and reputation of Metsähallitus Forestry in order to get as wide results as possible. The purpose of these questions was simply to find out what the reputation and media image of Metsähallitus Forestry are like and whether the journalist relate certain adjectives and conceptions to Metsähallitus Forestry or not.

One section included different claims and questions concerning Metsähallitus Forestry and the respondents needed to choose the alternative that best matched with their own opinions in each of the claims and questions.

The results showed that the media image overall was thought to be 25% quite positive, 12, 5 % quite negative and 62, 5 % neutral. Nobody thought that the media image was neither very positive nor very negative.

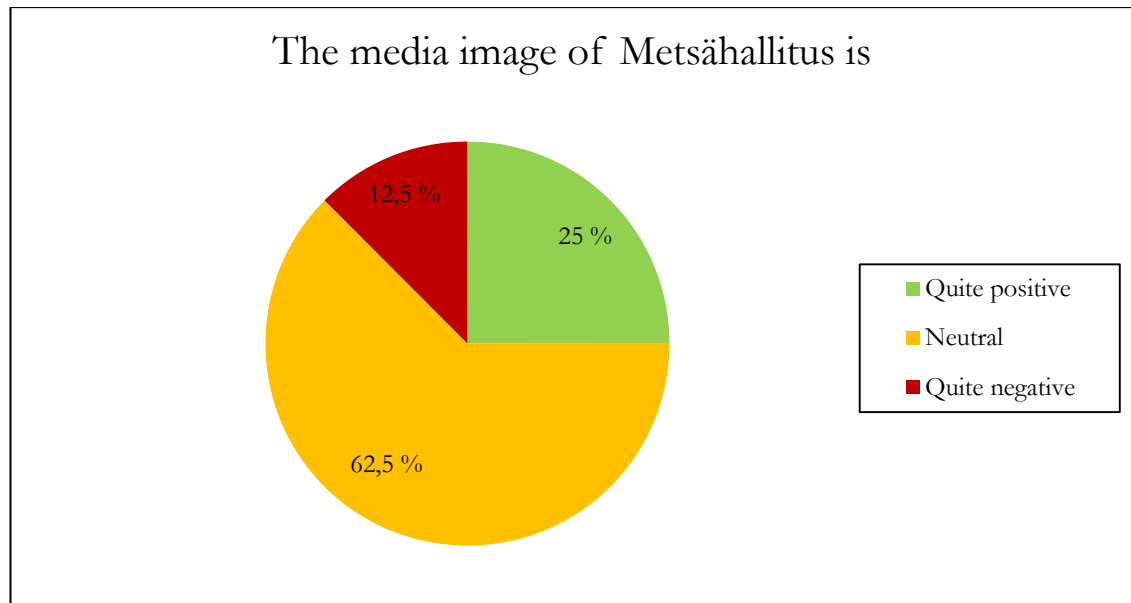


Chart 2. The media image of Metsähallitus.

Another claim was that “Metsähallitus Forestry has good reputation” and to that the responses were positively surprising, as 75% said that they somewhat agree and only 25% answered that they somewhat disagree.

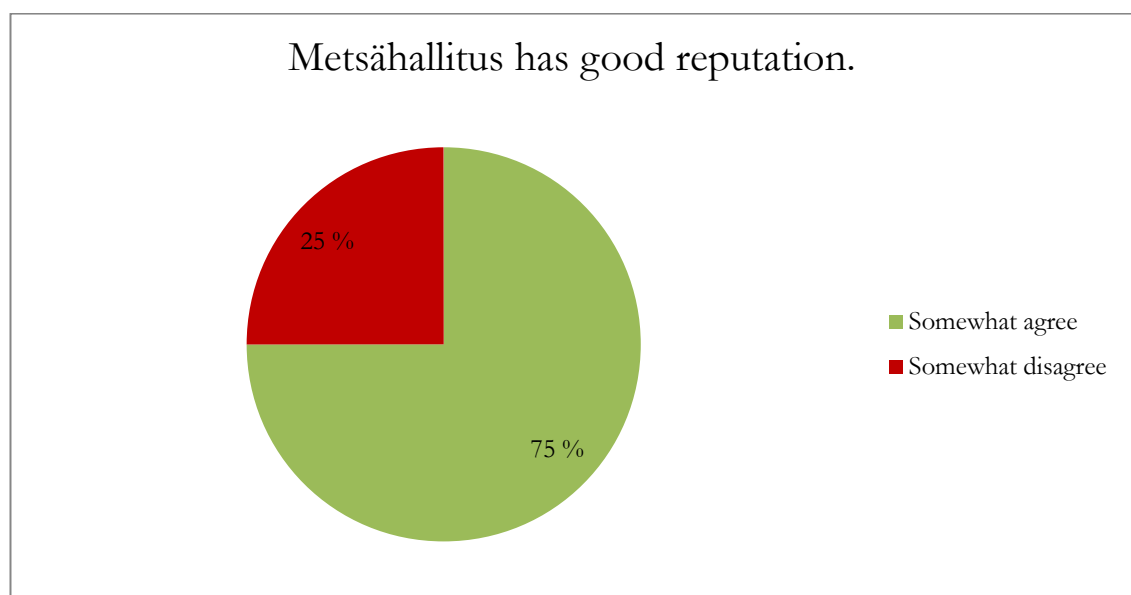


Chart 3. The reputation of Metsähallitus.

These answers show to that the media image of Metsähallitus Forestry is, like expected, mostly neutral but also unexpectedly a bit more positive than negative and the overall reputation of Metsähallitus is mostly seen quite positively. However, it also shows that

the reputation is also seen somewhat negatively among some media representatives and of course it would be better to have no negative answers when it comes to the image and the reputation of an organization.

In another question there were different descriptions/adjectives listed concerning Metsähallitus Forestry and the respondents needed to choose one of the alternatives given that they thought corresponded best with their opinion regarding each of the adjectives. The answering scale was 1. Completely disagree, 2. Somewhat disagree, 3. I don't know, 4. Somewhat agree, 5. Completely agree.

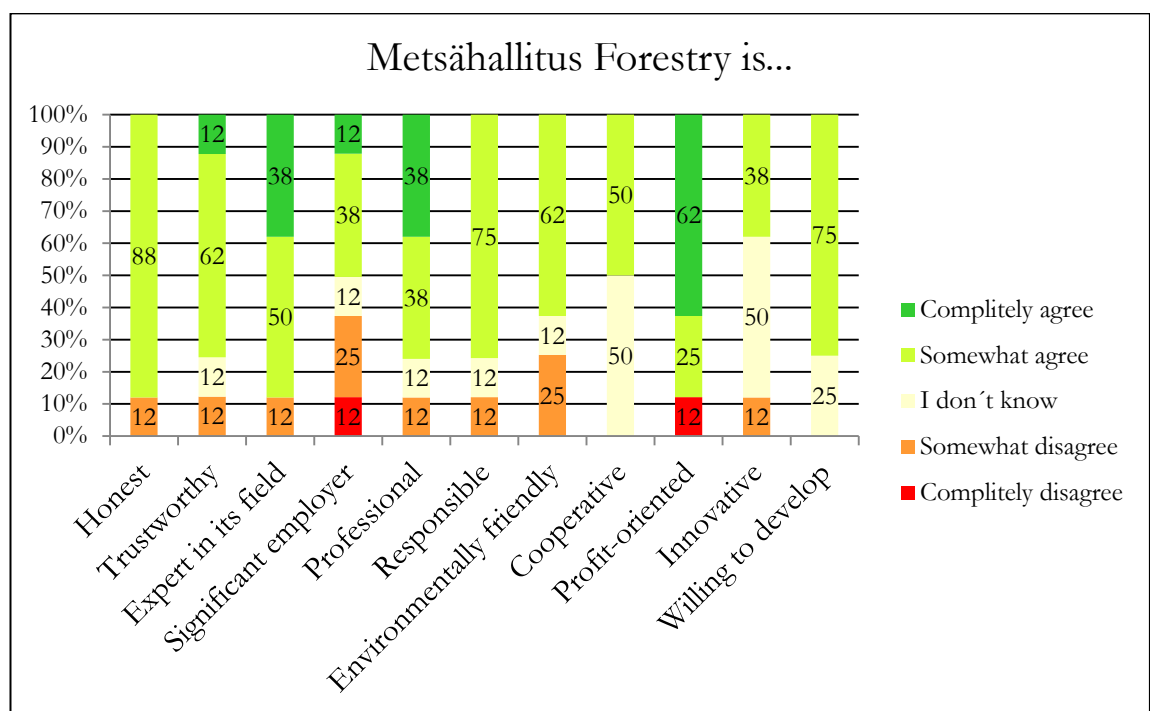


Chart 4. How Metsähallitus Forestry is seen among journalists.

The diagram shows that all of the descriptions got replies of "Somewhat agree" and many of them also of "Completely agree" which is good as most of the descriptions listed were positive ones.

The ones that collected the most agreeing answers were honest, trustworthy, responsible, expert in its field, professional, environmentally friendly, cooperative and willing to develop. The amount of such positive answers means that, overall; the media does relate positive conceptions to Metsähallitus Forestry. However most of the descriptions

above also got the answer “Somewhat disagree” which means that some of the respondents do not relate such positive adjectives to Metsähallitus Forestry. As they would not use these kinds of adjectives about Metsähallitus Forestry, the conceptions of some of the journalists about it seem to be quite negative. The only adjectives that did not get any disagreeing answers were cooperative and willing to develop.

One unfortunate result was that 12% of the respondents said that they somewhat disagree and 25% that they completely disagree with Metsähallitus Forestry being a significant employer. Still, 12% said they somewhat agree whereas 38% said that they completely agree. In reality Metsähallitus Forestry is a very significant employer as the total employment effect of them corresponds to 3000 person-years (Metsähallitus 2013). It seems that quite a big percentage of the respondents are not aware of that fact.

Metsähallitus Forestry was also seen as quite profit-oriented organization as 62% completely agreed and 25% somewhat agreed with that. Articles written about Metsähallitus Forestry also often deal with the forestry actions being done in order to gain profit rather than for the benefit of the nature and the society. Thus, the articles support the result of the questionnaire in this matter.

One more question regarding the medias’ conceptions was if the journalists see Metsähallitus Forestry as an organization that benefits modern technology and latest research data. This was asked because Metsähallitus does so and is developing all the time and they wanted to know if the media is aware of that. The results were quite positive as 75% somewhat agreed. However, 12, 5% somewhat disagreed and 12, 5% didn’t know.

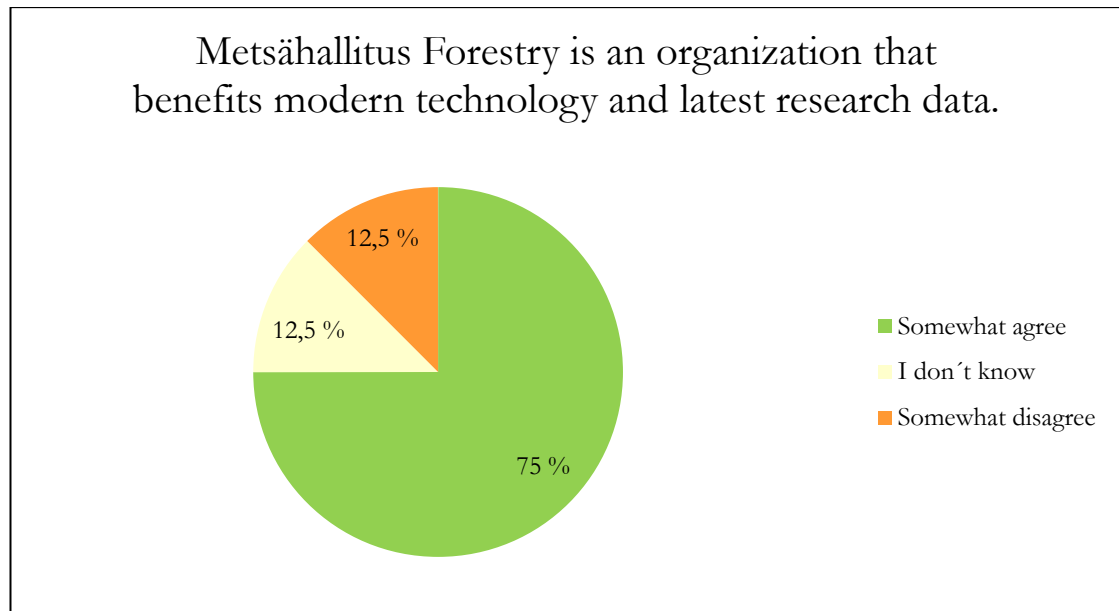


Chart 5. Do the journalists see Metsähallitus Forestry as an organization that uses modern technology and latest research data?

4.3.3 What is the Media Image based on?

The next question was about what the respondents believe their conceptions about Metsähallitus Forestry are based on. This question was included so that Metsähallitus Forestry would get a clearer picture of what the causes behind certain types of media images are.

The respondents were asked to choose whether the following alternatives had 1=No effect at all, 2= A small effect, 3= Quite big effect, 4=A big effect, 5=A very great effect, on the conceptions they have. The alternatives given were: Communications of Metsähallitus, Personnel of Metsähallitus, Articles I've read, rumors I've heard, my own experiences and my own observations. There was also an open question for an alternative answer in case the respondent thought their mental images were based on something else.

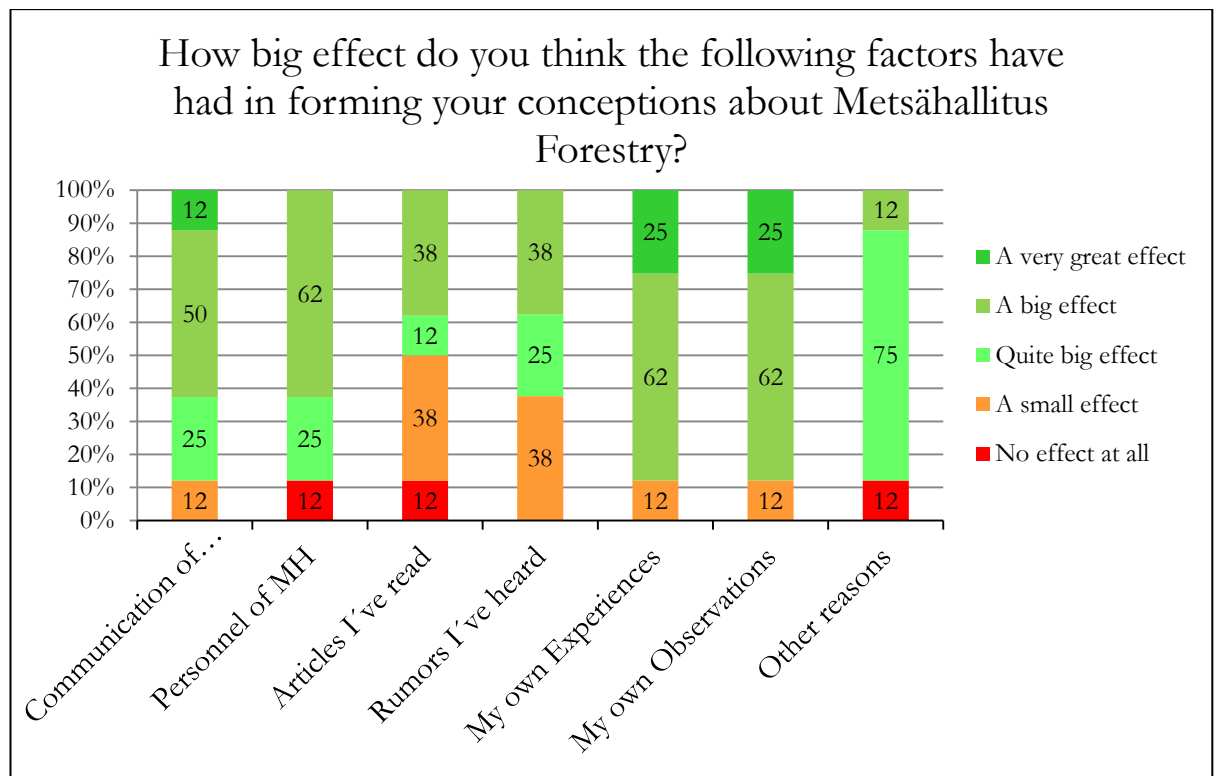


Chart 6. Factors behind the conceptions about Metsähallitus Forestry.

The chart shows that most of the listed matters have at least some effect on the media image. The communications of Metsähallitus Forestry is the most significant factor (of the given alternatives) behind the conceptions as it got zero “No effect at all” answers and in total 62, 5 % said that it had either big or very great effect and the rest said it either had a small effect or quite big effect. Other important ones are the personnel of Metsähallitus Forestry and the respondents own experiences and observations. Also, the articles written and the rumors heard were said to have effect between “a small effect” and “a big effect.”

Answers to the open question were: the Natural Heritage of Metsähallitus, the comments and opinions of the personnel of Natural Heritage of Metsähallitus and a worksite of Metsähallitus Forestry close by the respondent’s home.

Based on the answers of this questionnaire it could be said that the Communications of Metsähallitus Forestry and the own observations and experiences of the journalists are the ones that have the biggest effect on the media image. The personnel of Metsähallitus Forestry, the articles written and the rumors heard come as the second.

The communication can cause both positive and negative conceptions as the answers to the former questions were both. But no matter what the media image is like, like said before, it is very important to have functioning communications with the media as it has such an important role in forming mental images.

4.3.4 Media Communication of Metsähallitus Forestry

The objective of the section about the communications of Metsähallitus Forestry was to find out what journalist think about it, is the communication sufficient or insufficient in their opinion and what kind of improvement suggestions and comments the journalists have for Metsähallitus Forestry regarding their media communication.

In one question the respondents were asked to answer how well they think the external communication of Metsähallitus Forestry functions. The result was that 25% of the respondents said that the external communication functions well, 12% thought it functions ok, 12% that it functions poorly and 25% didn't know. However, none of the respondents answered "very well" to the question. This means that even though some of the respondents were satisfied with the communication, there is definitely some improvement required as a few thought that it functions only ok or even poorly.

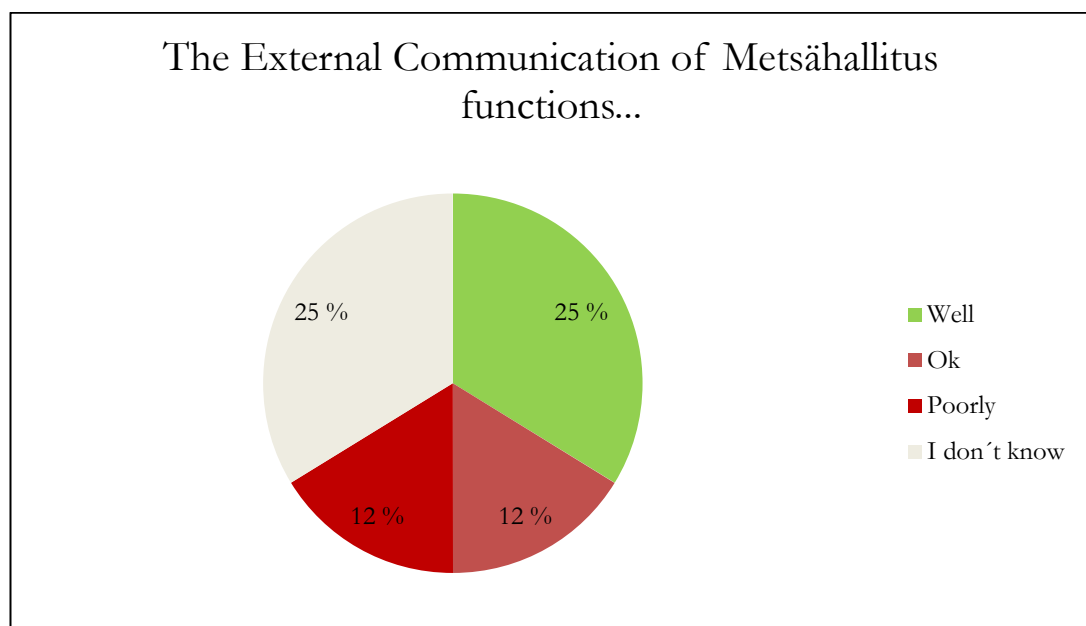


Chart 7. External Communication of Metsähallitus from the point of view of the media.

Another question was whether the respondents think the communication of Metsähallitus Forestry is sufficient or insufficient and why so. The answers were 38 % insufficient, 12 % sufficient and the rest 50 % didn't know.

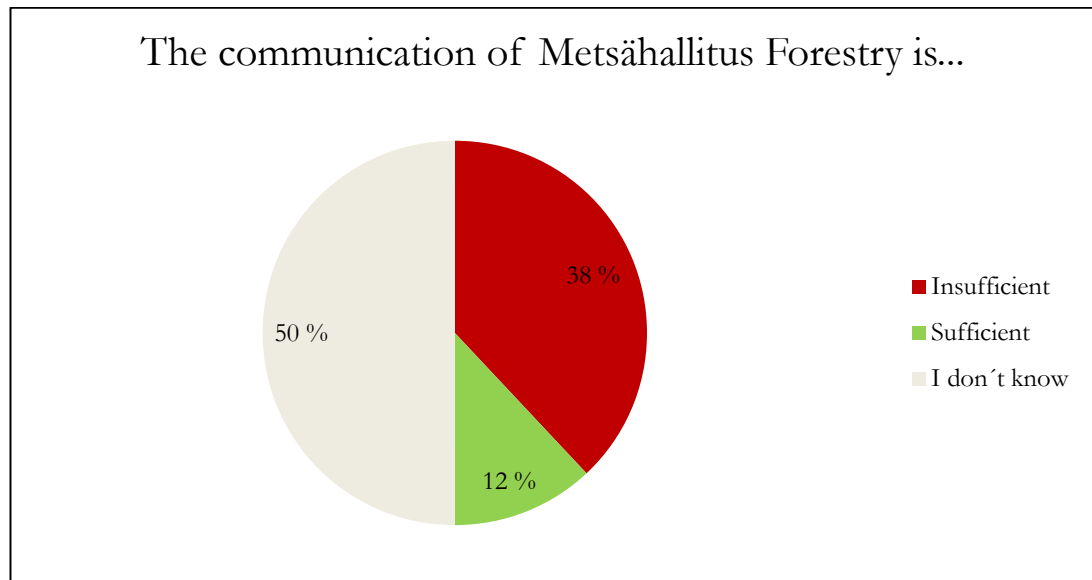


Chart 8. The communication of Metsähallitus Forestry.

This indicates that there is not enough of communication from the journalist's point of view. The reasons for the communication being insufficient, in the respondent's points of view, were that the communication is too one-sided and Metsähallitus Forestry seems to be unable to stand criticism, disagreements on e.g. natural sanctuaries end up being discussed in newspapers and that for example in the Kainuu area there is not enough information about the current affairs and projects of Metsähallitus Forestry.

4.3.5 Interaction Possibilities and Communication Channels

Even though the journalist find the communication of Metsähallitus Forestry somewhat insufficient, most of them think that they have enough interaction possibilities with Metsähallitus regarding communication. When asked about the interaction possibilities, five of the respondents said that they somewhat agree whereas three said they somewhat disagree. It is essential for an organization to have clear channels of communication with the media as well as certain representatives of the organization that

the media can contact when necessary and it seems that Metsähallitus Forestry is lacking these to some extent at the moment.

The next question dealt with different communication channels. The purpose of it was to find out through which channels the media would like to get information about Metsähallitus Forestry and its actions and which ones should they pay more attention to and which ones less. The answering scale was 1=Less, 2=As much as currently, 3=More.

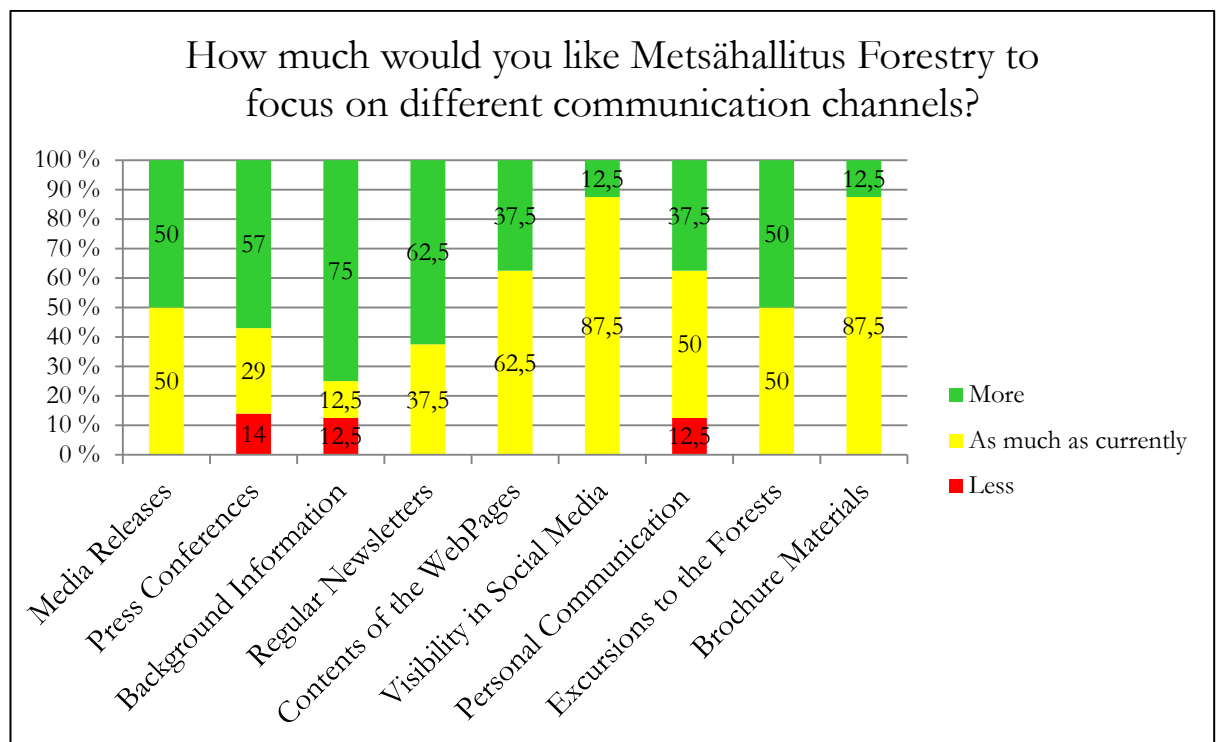


Chart 9. Media representative's opinions on which communication channels Metsähallitus Forestry should focus on.

The chart shows that many respondents thought that the communication channels were being focused on enough at the moment. However, all of them also seem to require more attention at least somewhat. Background information, just like assumed, seems to be the one that the media wishes to be empathized the most (75%). One respondent still thought that it should be focused on less. The most important ones, that the media thinks should be focused on more in addition to background information, were regular newsletters (62,5%), press conferences (57%), media releases (50%), ex-

cursions to the forests (50%), contents of the WebPages and personal communication (37,5%).

4.3.6 Open Question

The last question was on open one: “You can now comment on Metsähallitus Forestry or its image for example. What kind of wishes or suggestions do you have for the communications of Metsähallitus Forestry?” It was included in the questionnaire so that the respondents could have a say about anything they had in mind and it was a success as the question got many comments and suggestions which are listed below.

- “Having things told and explained honestly would be enough.”
- “The communications should be more open. It now resembles a propaganda department, which cannot stand any kind of criticism concerning Metsähallitus. When someone criticizes the actions of Metsähallitus, someone from the organization will soon come to correct how things really are done.”
- “Natural Heritage keeps much more noise about themselves and Metsähallitus stays in the back.”
- “There should be more structured information about Metsähallitus Forestry's actions, managed land areas and board on directions in each region of Finland.”
- “When the organization has become tighter the representatives of Metsähallitus have had to decrease the amount of communication with the media. That is a shame.”

4.4 Interview Results

Because the interviews were quite long, 20-35 minutes each, it was not possible to include the entire interviews into this thesis. This chapter will go through the most important and relevant answers received from the media representatives. The interviewees were the Editor-in-Chief of Kainuun Sanomat, Markus Pirttijoki; Editor-in-Chief of Lapin Kansa, Antti Kokkonen and Economy Journalist of Karjalainen, Esa Kurki.

Kainuun Sanomat is a newspaper that is printed in Kajaani and has about 54000 readers every day in Kainuu (Kainuun Sanomat, 2014). Lapin Kansa has a wide circulation in Rovaniemi and around and it is read by about 79000 people per day (Lapin Kansa, 2014). Karjalainen, which is printed in Joensuu, has a wide circulation in North Karelia and has approximately 100000 readers daily (Wikipedia, 2014.)

The interviews mostly focused on the personal opinions of the interviewees, but also on how they think the overall media image and reputation of Metsähallitus Forestry are in the media's opinion.

The answers supported the results of the questionnaire but more detailed information was acquired from them. The interviews were held in Finnish and the quotations and questions of this chapter have been translated into English.

4.4.1 Awareness of the Functions of the Organization

The interviews showed that the functions of Metsähallitus and Metsähallitus Forestry are quite well known by all the interviewees. For example Pirttijoki (19.11.2013) said that he is well aware of the basic functions and that the functions between different group units of the organization are clear to him. He mentioned for example that Metsähallitus owns and takes care of the forests and that the importance of Metsähallitus in economical and recreational use of forests is significant. (Pirttijoki, M.19.11.2013.)

However, all of the interviewees also assumed that they are possibly better aware of the functions than the media in general in Finland, but they believed that in the regions of Lapland, Kainuu and North Karelia, the functions are quite well known among the media. This is because Metsähallitus plays a big role in those areas. According to Kokkonen (20.11.2013) it is possible that nationwide the functions might be quite unclear to the journalists but he assumes that in Lapland Metsähallitus' performances are better known.

4.4.2 Media Image and Reputation in the Interviewees' Opinion

An important question that was asked in each of the interviews was “How would you describe the mental images that you have of Metsähallitus Forestry at the moment?” All of the respondents had good knowledge about the organization and therefore their conceptions were mostly positive. They all related positive adjectives to the organization but they had some critical thoughts as well, especially when considering the overall media's opinion. Based on the interviews the media image and reputation of Metsähallitus could be said to be positive among the interviewees but they considered the overall media image to be quite neutral, or even negative among some journalists. This is exactly what the results of the questionnaire were. However, they all thought that the reputation has become better from what it used to be before.

According to Pirttijoki (19.11.2013) “...when talking about the media image of Metsähallitus at the moment, the felling of forests is a word combination that often comes up and it gives certain conceptions to many people.” By this he means that Metsähallitus is often on the news for felling of forests and that even though Metsähallitus does a lot of good it is often on the news for somewhat negative reasons. He thinks that the type of the news might be because it is somewhat difficult to find interesting news about forestry in general. Kokkonen agrees as he said that (20.11.2013) headlines such as “The harvesting was done in perfect harmony in all the parties' opinion” would not be interesting from the reader's point of view. Therefore it could be said that perhaps the media image is more positive than what it might seem like based on the news about Metsähallitus. This could also explain why most of the articles about Metsähallitus are neutral or somewhat negative.

Kokkonen (20.11.2013) said that his own personal mental images are positive, but he believes that there is a lot that could be done in improving the image as well even though the change does not happen quickly. He also says that even though the media might be critical to some acts performed by Metsähallitus, the media in Lapland has nothing against the organization and their attitude towards it is neutral. In his own opinion Metsähallitus has managed the forests very well.

Kurki (05.12.2013) said that his mental images are somewhat ambivalent. Even though Metsähallitus is an important factor in the national economy and as an administrator of the recreational forests, the national organizations have brought up the felling of old forests in the recent years. Kurki (05.12.2013) also admits that the media is partly responsible for the conflicting perceptions as they bring up the mostly negative news topics ...”The journalists often are not critical enough...” He says. He also mentions that perhaps in the recent years the media image and reputation have become better than what they were before among the journalists.

The interviewees were also asked to mention adjectives and conceptions that come to their minds when talking about Metsähallitus Forestry. These were for example:

- Traditional, old and an experienced institution that has been doing the same thing for a long time and knows how to manage the forests.
- A very significant employer.
- A creator of sustainable development.
- Effective.
- Profitable.

4.4.3 What is the Media Image based on According to the Interviewees?

A discussion about what the media image is possibly based on was included in the interviews like in the questionnaire. All of the three interviewees obtained good knowledge about Metsähallitus Forestry and its actions and therefore they said that was the biggest factor in forming their personal mental images. Other important factors were their own experiences regarding forestry. Their education and profession were also mentioned as important factors. These answers support the outcome of the questionnaire.

When asked about what they believe the other journalist’s conceptions are based on the answers were for example lack of background information and negative news as well as the people’s own experiences. Kokkonen (20.11.2013) says that “The acts them-

selves might annoy people when they happen in the peoples own forests. Critical news on the newspapers bring the actions to the awareness of a bigger audience. People who have personal experience can identify themselves with the news.”

The external communication was also mentioned to be important when forming the media image by all the interviewees.

4.4.4 Media Communication

The interviewees were also asked what they think about the current media communication of Metsähallitus Forestry, what aspects and communication channels do they consider important ones and what kind of suggestions they have for the communication of Metsähallitus Forestry.

None of the interviewees thought that the communication was significantly bad at the moment and they gave good feedback on it. But they had good improvement suggestions, tips for how to make it more sufficient and other comments regarding it. The communication was also said to have developed during the recent years. For example Juha Mäkinen, the Communications Director of Metsähallitus, got good feedback from Kurki (05.12.2013) “They have a very up-to-date and strong communications unit at the moment.” “Juha Mäkinen is able to give good advice on whom to contact and with whom to establish contact. He also has good knowledge about different matters.” Kurki (05.12.2013) also mentions that it is very important to be on the same wavelength with the media and Kokkonen (20.11.2013) does the same “Communication that is moderate and where there is mutual understanding of each other’s operation policies is the most sufficient.”

This is in line with what was mentioned in the chapter 3.6; It would be ideal to have as common interests with the journalists as possible. The goal is to find a situation that both the media and the organization find reasonable. (Juholin 2013, 293.) Both Pirttijoki and Kokkonen had good feedback for the communication unit. Kokkonen (20.11.2013) said that there has been well functioning dialogue between both parties.

The interviewees mentioned various other matters regarding organizational communication that they consider important ones and *honesty*, *openness* and *effectiveness* were aspects that were mentioned by all of them. “Telling the truth is the best way to avoid crises in communication.” (Pirttijoki, M. 20.11.2013) This is also in line with both the results of the questionnaire and with the theory of this thesis.

Also information about the fore coming and current actions of Metsähallitus was considered very important. “In case the performances are not told about clearly and beforehand it might cause secretive conceptions about them”, says Pirttijoki (19.11.2013). According to Kokkonen (20.11.2013) “It is better to have knowledge rather than bunch of rumors.” This is also in line with the theoretical framework of this thesis because, like mentioned in the chapter 3.5 “Building an Image”, rumors have an effect on our mental images whether they are true or not. (Vuokko 2003, 105.) However it was also mentioned by Kokkonen that the organization should not be too sensitive to negative news either.

Matters that the interviewees thought should be honestly and regularly told about were for example:

- Regular information about what is going on in the organization; Information about when, where and why will harvesting and felling of forests happen – Important to have knowledge before they end up in the news.
- What is the market outlook like?
- The plan of the new law concerning forestry– What is going on with it?
- What are the core messages of the organization?

It was also mentioned that personal communication is extremely important in the media communication. It would be good to have local contacts and certain personnel that the media could contact when necessary. “It is essential to always be reachable when the media needs to take contact with the organization.” (Pirttijoki, M. 19.11.2013). There was said to be no problem in this in the Kainuu area, but there seems to be lack of a person responsible for the communication of Metsähallitus in Northern Karelia or at least Kurki (05.12.2013) did not know who that person might be.

Another thing mentioned by Kurki (05.12.2013) was that it seems like Karjalainen is not on the mailings list of Metsähallitus, or at least they have not received any information via email. Thus, clear communication personnel as well as clear communication channels are very important so that the communication functions efficiently. In case there is a mailings list Metsähallitus is using, it is necessary to make sure everyone that is supposed to be on it, is on it.

4.4.5 Preferred Communication Channels

The interviewees were also asked which ones in their opinion would be the best ways and communication channels for delivering information and keeping contact with the media.

The channels mentioned were:

- Personal communication with the journalists via email and phone.
- Briefing session about the organization and its actions. The media can be invited to Metsähallitus' premises or Metsähallitus can organize the sessions somewhere else.
- Visits to the forests where the actions are performed.
- Interviews given to the media.

4.4.6 Other Comments

The journalist also had other good comments and tips on how to affect the reputation as well as for media communication. According to Kurki (05.12.2013) "...being visible in the events and happenings where there is media present is a good idea." Also the utility of good interviewees from the organization was mentioned by both Kokkonen and Kurki. "There has been a lack of suitable persons to be interviewed" (Kokkonen, A. 20.11.2013) and according to Kurki (05.12.2013) when there is something worthwhile to make news about, the organization can simply contact the media tell about it and it is always good to have an interesting character to be interviewed.

Kokkonen (20.11.2013) says that educating the personnel of the organization about the media is also important. It is easier to communicate with the media when the personnel of the organization are aware how the media functions.

Pirttijoki (19.11.2013) mentioned that especially when a crisis takes place, it is important for the media to be able to quickly contact the organization and the communications unit regarding the situation in hand.

4.5 Thesis's Analysis of the Articles

Not a big amount of articles from the printed media was included in this article analysis, about 15, but still enough to make conclusions on the topics that are most frequent in the media and on how they might affect the audience's conceptions about Metsähallitus. The previous analysis on the printed media" ("Julkisuusanalyysi painetun median seurannasta") also gave a hint of what topics are frequent and how the points of views taken in them seem like.

The articles included in this analysis were collected from several different newspapers and magazines: Helsingin Sanomat, Kainuun Sanomat, Kaleva, Lapin Kansa, Ruovesi Uutiset, Seura and Ylä-Kainuu. The details of the articles that were under observation in this thesis are listed as appendixes. The articles were in Finnish and the quotations in this analysis have been translated into English.

The themes of the articles dealing with Metsähallitus Forestry could be divided into a few categories: felling of timber, clearance of forests, responsibility and irresponsibility of the actions of Metsähallitus Forestry, conservation of nature and the contradictions between the different units of Metsähallitus. There were both negative and positive articles written about Metsähallitus but the majority of the articles involved in this thesis were somewhat negative. Many of the articles were also a combination of several of the topics listed above. In the following part the articles are gone through in more detail.

4.5.1 Felling of Forests

The felling of forests and other actions such as harvesting were an often occurring topic among the articles and the common style articles reporting about those subjects was not very positive. The harvesting and felling actions were often written about in quite an aggressive style and various negatively associated choices of word were used. Some of the headlines already gave an impression that the article is not written in the favour of Metsähallitus. Examples of such headlines were “Metsähallitus got caught” and “Metsähallitus harvested land without permission” (Hannula 2013, A8.)

The articles often accused Metsähallitus for doing different negative things and their actions were called for example “gross” (Hannula 2013, A8). The articles written about felling were for example about how Metsähallitus Forestry cuts and harvests forests at the conservation areas and national parks, how felling is performed in the areas of protected animals such as birds and how Metsähallitus Forestry cuts forests only in order to make profit. These kinds of articles easily give a negative impression about Metsähallitus and I as a reader formed very negative conceptions based on the articles. Still, Metsähallitus’ own points of view were often added in the articles which clarified why certain actions are performed and what are the positive aspects of them.

4.5.2 Contradictions between the Units of Metsähallitus

A lot of articles also mentioned how one half of Metsähallitus might not be aware of the actions of the other one and therefore their actions are in contradiction with each other. The common question was how to protect and harvest the forests at the same time? This is also supported by the results of the questionnaire as more background information was wished.

For example an article on Helsingin Sanomat (Saavalainen 2012, A5) dealt with a topic that Metsähallitus Forestry has performed felling at the areas where the government is planning a National park. According to Metsähallitus forest management was done in order to ease the moving of hikers in the nature. These kinds of contradictions are

what should be avoided and therefore the facts need to be communicated with the media.

4.5.3 Protection of Natural Resources and other Occurring Topics

Many of the articles dealt with natural resources and the protection of them and conservation areas. Reading the articles gave an impression that most of the performances in the forests are done in order to only gain profit and the nature itself is not cared for.

Irresponsibility of Metsähallitus Forestry was one occurring topic. This means that the actions of Metsähallitus Forestry were criticized in certain areas. One of the headlines of the articles was “Does Metsähallitus have social responsibility?” (Oikarinen 2013). The article was about the clear cutting of recreation forests and how Metsähallitus cuts the forests without caring about the consequences. The article ends with the words “...and I found out who was behind the felling of the slopes – Metsähallitus.” (Oikarinen 2013.)

These kinds of points of views in the articles give negative impressions about the organization that is being written about. As a reader it is hard to be critical without having background knowledge or awareness of Metsähallitus as an organization.

4.6 Findings based on the Articles

I read the articles once before starting to work on my thesis and before I was aware of the different actions and areas that Metsähallitus is responsible for and I went through them again after studying about Metsähallitus Forestry.

Before reading the articles for the first time I had neither any assumptions nor conceptions about Metsähallitus but after reading these articles I had quite a negative mental image of the organization and its actions. Therefore I could use myself as an example of how the media can affect the mental images of the audience and the reputation of the organization especially in case the reader has no previous information about the

organization. This is how the agenda-setting theory and framing are applicable to this thesis.

When reading the articles again and having thorough knowledge about Metsähallitus I had a more critical attitude towards the articles and the topics of them. In my opinion it could now be said that there is a lot Metsähallitus could do in order to improve their image and reputation by focusing more on their media relations and by reporting about their future plans and fore coming performances as the questionnaire and the interviews also supported this vision.

It seems based on the articles that the media image of Metsähallitus does not completely match the reality of it as it does a lot of good and is still not seen as positively as it could be among some media. The results of the questionnaire and the interviews also support this conclusion; the media is aware of the functions of Metsähallitus Forestry, but often not aware of the reasons behind them.

As many of the articles written about Metsähallitus are quite negative, I as a reader got negative impression about the organization as well. Especially the harvesting, felling and contradictions between Metsähallitus Forestry and Natural Heritage Services were on top of my mind after reading the articles. The agenda-setting and framing really are effective and can definitely affect the way people think about an organization, in this case about Metsähallitus. This is of course not applicable only in the case of Metsähallitus, but in general as well.

Based on the articles; their headlines, topics and the journalist's choices of adjectives and verbs, it seems like to me that the media image of Metsähallitus Forestry among the journalists is neutral or a bit negative even though there were positive articles as well. The results of the questionnaire and interviews also support in the sense of the media image being mostly neutral. But based on the results of the questionnaire and the interviews the media image is more positive than what it seems like based on the articles.

The fact that the conclusions of this article analysis are based on only a small amount of articles needs to be taken into account. Still, they are in line with the assumptions that Metsähallitus Forestry itself and also what the previous publicity analysis (“Julkisuusanalyysi painetun median seurannasta”) concluded to: the amount of negative news is bigger than the positive ones. According to it, during the six months period of time, there were 97 articles about Metsähallitus Forestry that were neutral, 37 that were negative but only 4 that were positive. Also, based on my own experience in this case, the way and amount the media writes about different topics concerning Metsähallitus certainly has an effect on the audience’s thoughts and opinions about it.

4.7 Summary of the Results

All of the three research methods gave good results that supported each other pretty well. The results were explained in the previous chapters but are now summarized.

The media image of Metsähallitus Forestry is mostly neutral, like expected, but it also turned out to be more positive than presumed. However, among some media the media image was said to be negative and the interviewees also assumed it to be negative among some media and also somewhat ambivalent. The articles written about the organization are also often somewhat negative. Therefore development and focusing on the media image is definitely required from Metsähallitus Forestry in the future.

It seems like the reason for Metsähallitus Forestry receiving negative coverage could be that the news media tends to prefer conflicts in news reports because it is more interesting than neutral stories. Probably the negative stories are not any kind of attacks on the organization but the news media trends are like that and the journalist are simply trying to find interesting stories.

Based on the results of the questionnaire and the interviews the reputation of Metsähallitus is quite positive and was also mentioned to have improved, but the questionnaire also showed that 25% did not agree with Metsähallitus having a good reputation. The interviewees also believed that the media image nationwide is more negative

than positive. Hence, reputation management is another field of activity that Metsähallitus Forestry should focus on.

The biggest factor behind the perceptions was said to be the previous knowledge/background information about the organization. As the interviewees had both good mental images and back ground information it could be said that having knowledge about Metsähallitus correlates with the positive mental images about the organization.

Like the results showed, there is a big lack of back ground announcements and information about the fore coming and current actions of Metsähallitus Forestry and therefore its media image is somewhat ambivalent and it could be better. Other most important factors behind the conceptions were the external communications and the media's own experiences and observations.

The media communication of Metsähallitus Forestry in the media's opinion was quite good but not as sufficient as it could be and many comments on it were gotten. The questionnaire showed the communication to be 38% insufficient but the interviewees gave good feedback on it. Therefore it could be said that the thoughts about the communication are also mostly neutral, but improvement is required. The communications should be coherent, open, honest and proactive. It is necessary to avoid giving false or mysterious image. The respondents also mentioned the importance of local contacts in each region of Finland and clear communication representatives whom to contact whenever necessary. This should be taken into account in the future communication and communication strategy planning of Metsähallitus Forestry.

The aspects of the communication that the respondents of the questionnaire and the interviews wanted to be focused on more were; back ground announcements and information, personal communication, local contacts, excursions, interesting and characteristic interviewees and regular media releases. Their preferred communication channels were: email, phone, personal contacts, interviews and briefing sessions organized for the media.

In summary, most important matters in reaching and maintaining a good image and functioning media communications from the journalist's point of view:

- Knowing the media and the journalists personally.
- Personal contacts between the media and Metsähallitus/Metsähallitus Forestry.
- Key persons of the organization: Who to contact and maintain contact with?
- Continuing relationship and responding to the media.
- Being prepared for the crisis situations and contacting the media when there is something that could be reported about.
- Continuous, honest and fast information about the organizations current and fore coming matters.
- Clear communication between different the units of Metsähallitus.

The last topic that was looked into was how media coverage might affect Metsähallitus Forestry's public image and what the media image seems like based on articles about Metsähallitus Forestry. Based on the articles read, it could be said that the media definitely has an impact on the reader's perceptions; the way organization is written about is connected to the way people think about it. This vision was also supported by the questionnaire as the articles written were said to have an impact also on the journalist's perceptions about Metsähallitus Forestry. Kokkonen (20.11.2013) also mentioned the fact that when people read articles about forestry, especially when it touches their lives personally, they tend to think "Here we go again" and that strengthens the perceptions they might have had before. Also, like stated before, the Finnish people possess great trust in the media and therefore it is very likely that their perceptions are influenced by the news.

However, the way articles are written does not correlate directly with the results of the questionnaire and interviews as the media image and reputation turned out to be more positive than what could be assumed based on the articles. My assumption, as well as the comments of the interviewees, is that the reporting is more neutral and negative than positive, because forestry in general is not the most interesting topic from the reader's or the media's point of view. When some big and interesting scandals take

place in the field of forestry, they are written about because those types of news are attractive. Therefore Metsähallitus Forestry should contact the media also at the times of positive affairs.

5 Conclusions

5.1 Suggestions for Development and Further Research

Metsähallitus has already seen the common acceptability of their actions as a challenge before. Based on the results of all the research methods it is clear that there is a lack of background information and announcements about the different actions of Metsähallitus Forestry from the journalist's point of view. The answers of the questionnaire and interviews were such and the articles were also often about the contradicting acts of Metsähallitus' different units. Therefore in the future it is essential to focus on that part of the communication. Like the research showed, in case there is not information about why something is done, it might cause secretive conceptions among people.

To make the reality of the organization to match with the mental images of people, the communication has to function effectively. In case Metsähallitus Forestry does not have a mailings list, it could be a good idea to organize one. Other good information channels in the media's opinion are e.g. phone, interviews and briefing sessions for the media.

The media image and reputation could also be improved, even though they were not as negative as expected. I would suggest that, as the amount of negative news is greater than the positive ones, when something positive happens that is worthwhile reporting about, Metsähallitus Forestry should contact the media and let them know before the media hears about them from somewhere else.

As this research was done as a Bachelor's Thesis the size of it could not have been any wider than it is at the moment and it already required some narrowing down because the research area is so wide. There is a lot more that could be researched and further

research could therefore, in my opinion, be very interesting as well as useful for Metsähallitus Forestry.

Like mentioned in the chapter 3.2 “Two-step Communication Analysis”, it is important to examine whether or not the new communication has been successful after it has been used for some time. Now that Metsähallitus is aware of what their media image and reputation are like and they are developing their communication at the moment, it would be useful to carry out a research in the future about the success of their developed communication and see whether or not it has had an impact on the results of this research. For example another research regarding their media image could be done in order to find out if the amount of negative and neutral conceptions has changed.

Even though a discussion about agenda-setting and framing is included in this thesis it only describes the author’s own perceptions. It could be useful for Metsähallitus Forestry to carry out a more detailed and extensive further research focusing only on agenda-setting and framing and the media’s audiences conceptions about the organization. That information would give Metsähallitus Forestry knowledge on how they are seen from a wider perspective than the one of the media.

5.2 Validity and Reliability

Validity of a research defines whether or not the research was able to reach the goals that were meant to be reached with it. Did this thesis study manage to answer the questions that it was supposed to? In my opinion the chosen questions matched well with the research’s purposes, the goals were met and the research managed to be done in the time and length limits of a Bachelor’s Thesis.

The thesis succeeded in finding out what the media image and reputation of Metsähallitus Forestry are like, how the organization is seen from the media perspective, what is wished from the media communication of it and also how the media coverage might affect the public image of Metsähallitus Forestry. I would say that the research is valid

as the results of the questionnaire and interviews correlated with each other. The results were also in line with the theoretical part.

“Reliability refers to reproducibility and whether or not the outcome of a study would be the same if it was to be repeated. Although in qualitative research it is more difficult to replicate the exact same conditions than in quantitative studies, the conclusions should nevertheless be the same or very similar.” (Strauss & Corbin 1998, 266-277.)

If this same research had been done by someone else at the moment, the outcome most likely would have been the same or similar. Surely, in case the research is done again in the future, the outcomes of it might be different because organizational situations change and the communications of Metsähallitus Forestry and the media image of the organization might have changed by then.

5.3 Learning Experience

All in all the thesis process was very interesting and the topic and research area were fascinating from the author's point of view. The research was very demanding as several research methods were used and analyzing the results was time consuming and challenging. However, knowing how to form good surveys as well as having experience on interviewing will surely be very useful in the future. Having the opportunity to interview such professionals was wonderful as well. Doing background research for the theoretical part of this thesis was also very educational as I learned a lot first of all about doing research but also about new organizational communication topics.

While doing this thesis it also cleared up to me what I would like to study in the future as my master's level studies and in which field I would like to be working later on. In that sense the learning experience was very rewarding.

Hopefully the commissioning party will find the research results of this Bachelor's Thesis useful and can benefit them on their future communication processes.

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Attachments

Attachment 1: Webpropol Questionnaire.

Vastaajan sukupuoli: *

- a) Mies ☐
- b) Nainen ☐

Minkä maakunnan alueella pääasiallisesti edustat mediaasi?: *

- a) Ahvenanmaa ☐
- b) Etelä-Karjala ☐
- c) Etelä-Pohjanmaa ☐
- d) Etelä-Savo ☐
- e) Kainuu ☐
- f) Kanta-Häme ☐
- g) Keski-Pohjanmaa ☐
- h) Keski-Suomi ☐
- i) Kymenlaakso ☐
- j) Lappi ☐
- k) Päijät-Häme ☐
- l) Pirkanmaa ☐
- m) Pohjanmaa ☐
- n) Pohjois-Karjala ☐
- o) Pohjois-Pohjanmaa ☐
- p) Pohjois-Savo ☐
- q) Satakunta ☐
- r) Uusimaa ☐
- s) Varsinais-Suomi ☐

Kuinka hyvin tunnet Metsähallituksen toiminnan? *

- a) Todella hyvin ☐
- b) Melko hyvin ☐
- c) Melko huonosti ☐
- d) Todella huonosti ☐
- e) En ollenkaan ☐

Kuinka hyvin tunnet Metsähallituksen metsätalouden toiminnan? *

- a) Todella hyvin ☐
- b) Melko hyvin ☐
- c) Melko huonosti ☐
- d) Todella huonosti ☐
- e) En ollenkaan ☐

Seuraavaksi esitellään muutamia väittämiä ja kysymyksiä koskien Metsähallitusta. Valitse parhaiten omaa mielipidettäsi vastaava vaihtoehto kussakin kohdassa.

Metsähallituksen yrityskuva medianäkökulmasta on mielestäni*

- a) Erittäin positiivinen ☐
- b) Melko positiivinen ☐
- c) Neutraali ☐
- d) Melko negatiivinen ☐
- e) Erittäin negatiivinen ☐

Metsähallituksella on hyvä maine*

- a) Täysin samaa mieltä ☐
- b) Melko samaa mieltä ☐
- c) En osaa sanoa ☐
- d) Melko eri mieltä ☐
- e) Täysin eri mieltä ☐

Metsähallituksen ulkoinen viestintä ja tiedonkulku toimivat mielestäni*

- a) Erinomaisesti ☐
- b) Hyvin ☐
- c) En osaa sanoa ☐
- d) Tyydyttävästi ☐
- e) Kehnosti ☐

Minulla on riittävästi vuorovaikutusmahdollisuuksia Metsähallituksen kanssa viestintään liittyvissä kysymyksissä: *

- a) Täysin samaa mieltä ☐
- b) Melko samaa mieltä ☐
- c) En osaa sanoa ☐
- d) Melko eri mieltä ☐
- e) Täysin eri mieltä ☐

Metsähallituksen metsätalous on nykyaikaista tekniikkaa ja uusinta tutkimustietoa hyödyntävä organisaatio: *

- a) Täysin samaa mieltä ☐
- b) Melko samaa mieltä ☐
- c) En osaa sanoa ☐
- d) Melko eri mieltä ☐
- e) Täysin eri mieltä ☐

Valitse väittämiin seuraavista vaihtoehtoista parhaiten mielipidettäsi vastaava vaihtoehto. Metsähallituksen metsätalous on: *

(1. Täysin eri mieltä, 2. Jotseenkin eri mieltä, 3. En osaa sanoa, 4. Jotseenkin samaa mieltä, 5. Täysin samaa mieltä)

	1	2	3	4	5
a) Rehellinen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Luotettava	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

c) Asiantunteva	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Työllistävä	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Ammattitaitoinen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) Vastuullinen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g) Ympäristöä kunnioittava	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h) Yhteistyökykyinen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i) Tuloskeskeinen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j) Innovatiivinen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k) Kehitysmuunnollinen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Kuinka suuren merkityksen uskot seuraavilla tekijöillä olleen Metsähallituksen metsätaloutta koskevien mielikuviesi synnyssä?*

Vastaa asteikolla 1=Ei lainkaan merkitystä, 2= Jonkin verran merkitystä, 3= Kohtalainen merkitys, 4=Suuri merkitys, 5=Erittäin suuri merkitys

Metsähallituksen viestintä	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Metsähallituksen henkilöstö	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kuulemani puheet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lukemani artikkelit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Omat kokemukseni	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Omat havaintoni	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Muut syyt. Mitkä?					

Onko Metsähallituksen metsätalouden viestintä mielestäsi?*

a) Riittävää. ☐ Miksi? -

b) Riittämätöntä. ☐ Miksi?

c) En osaa sanoa. ☐

Metsähallituksen metsätalous kehittää viestintäänsä. Miten haluaisit metsätalouden painottavan viestinnän eri osa-alueita? Vastaa asteikolla 1=Vähemmän, 2=Yhtä paljon kuin nykyisin, 3=Enemmän

	1	2	3
Mediatiedotteet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mediatilaisuudet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asioiden taustoittaminen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Säännölliset uutiskirjeet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Verkkosivujen sisältö	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Metsähallituksen näkyvyys sosiaalisessa mediassa	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Henkilökohtainen yhteydenpito toimittajien kanssa	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Toimittajaretkelyt metsäkohteisiin	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Esitemateriaalit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Voit nyt lopuksi vapaasti kommentoida Metsähallituksen metsätaloutta tai vaikkapa imagoa. Millaisia odotuksia tai toiveita Sinulla on Metsähallituksen metsätalouden ulkoisen viestinnän osalta?

Suuret kiitokset kyselyyn osallistumisestasi! Vastauksesi ovat meille todella tärkeitä.

Attachment 2: Translation of the Webpropol Questionnaire.

Gender: *

- c) Male ☐
- d) Female ☐

In which region of Finland do you principally represent your media? *

- a) Åland ☐
- b) South Karelia ☐
- c) Southern Ostrobothnia ☐
- d) Southern Savonia ☐
- e) Kainuu ☐
- f) Tavastia Proper ☐
- g) Central Ostrobothnia ☐
- h) Central Finland ☐
- i) Kymenlaakso ☐
- j) Lapland ☐
- k) Päijät-Häme ☐
- l) Pirkanmaa ☐
- m) Ostrobothnia ☐
- n) North Karelia ☐
- o) Northern Ostrobothnia ☐
- p) Northern Savonia ☐
- q) Satakunta ☐
- r) Uusimaa ☐
- s) Finland Proper ☐

How well do you know the functions of Metsähallitus? *

- a) Very well ☐
- b) Quite well ☐
- c) Quite poorly ☐
- d) Very poorly ☐
- e) Not at all ☐

How well do you know the functions of Metsähallitus Forestry? *

- a) Very well ☐
- b) Quite well ☐
- c) Quite poorly ☐
- d) Very poorly ☐
- e) Not at all ☐

In this section some claims and questions about Metsähallitus are represented. Choose the alternative that best matches your opinion in each one.

The media image of Metsähallitus is...*

- a) Very positive ☐
- b) Quite positive ☐
- c) Neutral ☐
- d) Quite negative ☐
- e) Very negative ☐

Metsähallitus has a good reputation.*

- a) Completely agree ☐
- b) Somewhat agree ☐
- c) I don't know ☐
- d) Somewhat disagree ☐
- e) Completely disagree ☐

Metsähallitus' external communication in my opinion functions...*

- a) Very well ☐
- b) Quite well ☐
- c) I don't know ☐
- d) OK ☐
- e) Poorly ☐

I have enough interaction possibilities with Metsähallitus regarding communication. *

- a) Completely agree ☐
- b) Somewhat agree ☐
- c) I don't know ☐
- d) Somewhat disagree ☐
- e) Completely disagree ☐

Metsähallitus Forestry is an organization that benefits modern technology and latest research data: *

- a) Completely agree ☐
- b) Somewhat agree ☐
- c) I don't know ☐
- d) Somewhat disagree ☐
- e) Completely disagree ☐

Choose the best alternative that matches with your opinion. Metsähallitus Forestry is...

* (1. Completely disagree, 2. Somewhat disagree, 3. I don't know, 4. Somewhat agree, 5. Completely agree)

- | | 1 | 2 | 3 | 4 | 5 |
|----------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a) Honest | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b) Trustworthy | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

c) Expert in its' field	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Significant					
Employer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Professional	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) Responsible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g) Eco-friendly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h) Cooperative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i) Profit-oriented	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j) Innovative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k) Willing to develop	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How big effect do you think the following factors have had in forming your perceptions about Metsähallitus Forestry?^{2*}

(1=No effect at all, 2= A small effect, 3= Quite big effect, 4=A big effect, 5=A very great effect

Communication of Metsähallitus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personnel of Metsähallitus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Articles I've read	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rumors I've heard	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My own experiences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My own observations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other reasons. What are they?					

The communication of Metsähallitus Forestry in my opinion is...*

d) Sufficient. ☐ Why? -

e) Insufficient. ☐ Why?

f) I don't know. ☐

Metsähallitus Forestry develops its communication. How much would you like them to focus on different communication channels? 1=Less, 2=As much as currently, 3=More

	1	2	3
Media releases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Press conferences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Background information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regular newsletters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contents of the WebPages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The visibility of Metsähallitus in Social Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal communication with the journalist	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Journalist excursions to the forests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Brochure materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

You can now comment on Metsähallitus Forestry or its image for example. What kind of wishes or suggestions do you have for the communications of Metsähallitus Forestry?

Thank you for answering the survey! Your answers are very valuable for us!

Attachment 3: Frame of the Interviews

Questions about Metsähallitus and Metsähallitus Forestry in general:

1. Interviewee's knowledge about the functions of Metsähallitus and Metsähallitus Forestry.

Questions about the media image and reputation of Metsähallitus Forestry:

2. The mental images and conceptions of the interviewee about Metsähallitus Forestry.
3. Certain adjectives/descriptions that came to their minds about Metsähallitus Forestry.
4. What the interviewees thought their conceptions were based on.
5. What they believed the overall media image is like and what does it derive from.
6. What the reputation is like in the interviewee's opinion.

Questions about the external and media communications of Metsähallitus Forestry:

7. The interviewee's thoughts and opinions about the current communication of Metsähallitus Forestry.
8. What could be improved and what is done well at the moment.
9. Through which communication channels and how would the interviewees like to get information about Metsähallitus and its actions and other matters.
10. The interaction possibilities between the media and Metsähallitus Forestry regarding communication- improvement suggestions.
11. Other comments, tips and suggestions for the external and media communications of Metsähallitus Forestry.
12. Additional overall comments.

Attachment 4: Articles of the Article Analysis

Hakkarainen, P. 2013. Kaleva. Hallitusti hoitamatta. 25.9.2013

Hannula, M. 2013. Lapin Kansa. Metsähallitus aurasi maata luvattomasti. 11.8.2013.

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Kääriäinen, T. Ruovesi. Luontojärjestöt moittivat hakkuita valkoselkätikan elinpiirissä Rovaniemellä. 17.4.2013.

Lohi, N. 2013. Kainuun Sanomat. Suomussalmen hautasaaret kartoitettu. 18.4.2013

Lohi, N. 2013. Kainuun Sanomat. Saarihaudat kartalle. 18.4.2013.

Mantila, M. 2013. Kaleva. Unohtunut metsä.

Oikarinen, R. 2013. Kainuun Sanomat. Onko Metsähallituksella yhteiskuntavastuuta? 27.3.2013.

Oinaala, S. 2013. Seura.Reportaasi. Korprien kuiske hiljenee. 5/2013.

Saavalainen, H. 2012. Helsingin Sanomat. Hakkuut rei'ittävät Teijon metsiä. 27.12.2012.

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